State of Hawaii

Distribution Management Plan

Version 2

30 September 2021

TABLE OF CONTENTS

Distribution Management Plan

September 30, 2021

References

(a) 2015 Hawaii Catastrophic Hurricane Plan / FEMA RIX Hawaii Catastrophic Annex
(b) Memorandum of Agreement (MOA) between HI-EMA & Aloha Stadium Authority (22 Sep 2021)
(c) FEMA Region-IX Hawaii Smart Book 2020
(d) FEMA Distribution Management Plan Guide (August 2019)
(e) Hawaii's Debris Management Support Plan (*draft*)
(f) FEMA Distribution Management Plan - State/Territory (General Pacific Format) (October 2019)
(g) State of Hawaii Emergency Operations Plan (HI-EOP) (November 2019)
(h) Emergency Management Standard Emergency Management Accreditation Program (ANSI/EMAP EMS 5-2019)
(i) State of Hawaii Distribution Management Plan (31 December 2020)
(j) FEMA Region 9 Distribution Management Plan Evaluation Sheet Continued Assessment – Year 2 + (28 Jan 2021)

Enclosures

(1) POD Activation Notification Form
(2) Consumable Inventory Count Sheet
(3) POD Daily Situation Report (SITREP)
(4) POD Activation Checklist
(5) Pedestrian POD Layout Examples
(6) Planning Quick Reference
(7) Equipment Inventory Count Sheet
(8) Non-FEMA Request for Assistance (RFA) Process

1. **Situation**

a. Orientation. Hawaii's Emergency Management Agency's (HI-EMA) mission is to help the Hawaii Ohana prepare for, respond to, recover from, and mitigate against disasters and emergencies. A state's distribution management plan (DMP) details the process for an effective and efficient distribution of critical resources to disaster survivors during a crisis. The plan addresses the numerous activities normally a part of "physical distribution" systems including materials handling, warehousing, supply chain and logistics of critical equipment, commodities and services that meet incident requirements. Successful distribution of commodities in a post-disaster environment requires understanding all modes of transportation and various distribution or logistics systems. In a post-disaster environment, life sustaining distribution of critical commodities is a priority. The DMP details the supply chain of and provides a clear and mutual understanding of the critical nodes within the system which may require augmentation or for which alternatives should be developed. The plan provides specific strategies to ensure the distribution of critical commodities to the community is organized, resourced, and provides critical information sharing elements.

b. Method. On 20 September 2017, Hurricane Maria (category 4) barreled across Puerto Rico. The quick succession of three (3) hard-hitting storms exposed several aspects of supply chain resilience and non-resilience. Island economies traditionally have huge population densities centered around the capital metroplex. With centralized political, communications, economic, trade and import mechanisms metropolitan areas tend to have severely impact the supply chains post storms. The impact on the roadways and traffic patterns exacerbated the ability to conduct an effective response operation much less execute commodity distribution down to the last mile. HI-EMA realized that there are many similarities between Puerto Rico and Hawaii and decided to look at the impacts and requirements that Maria generated for Puerto Rico as a baseline for Hawaii requirements for DMP. HI-EMA, in conjunction with Federal Emergency Management Agency (FEMA), conducted an in-depth data analysis of commodities moved from Continental United States (CONUS) to Puerto Rico. Using this data as the base, HI-EMA

adjusted the commodity data to reflect the percentages associated to Hawaii's population. The basic method is outlined below.

PR Population: 3,400,000 / HI Population: 1,421,403 } HI is 41% of PR

⇩

Took 41% to find the 3 month requirement

⇩

Took 33% to find the 1st 30-day requirement

c. Method Planning Factors

2020 Hawaii Population		% of the Population
Honolulu	980,080	69%
Hawaii	200,983	14%
Maui	167,207	12%
Kauai	73,133	5%
Total	1,421,403	

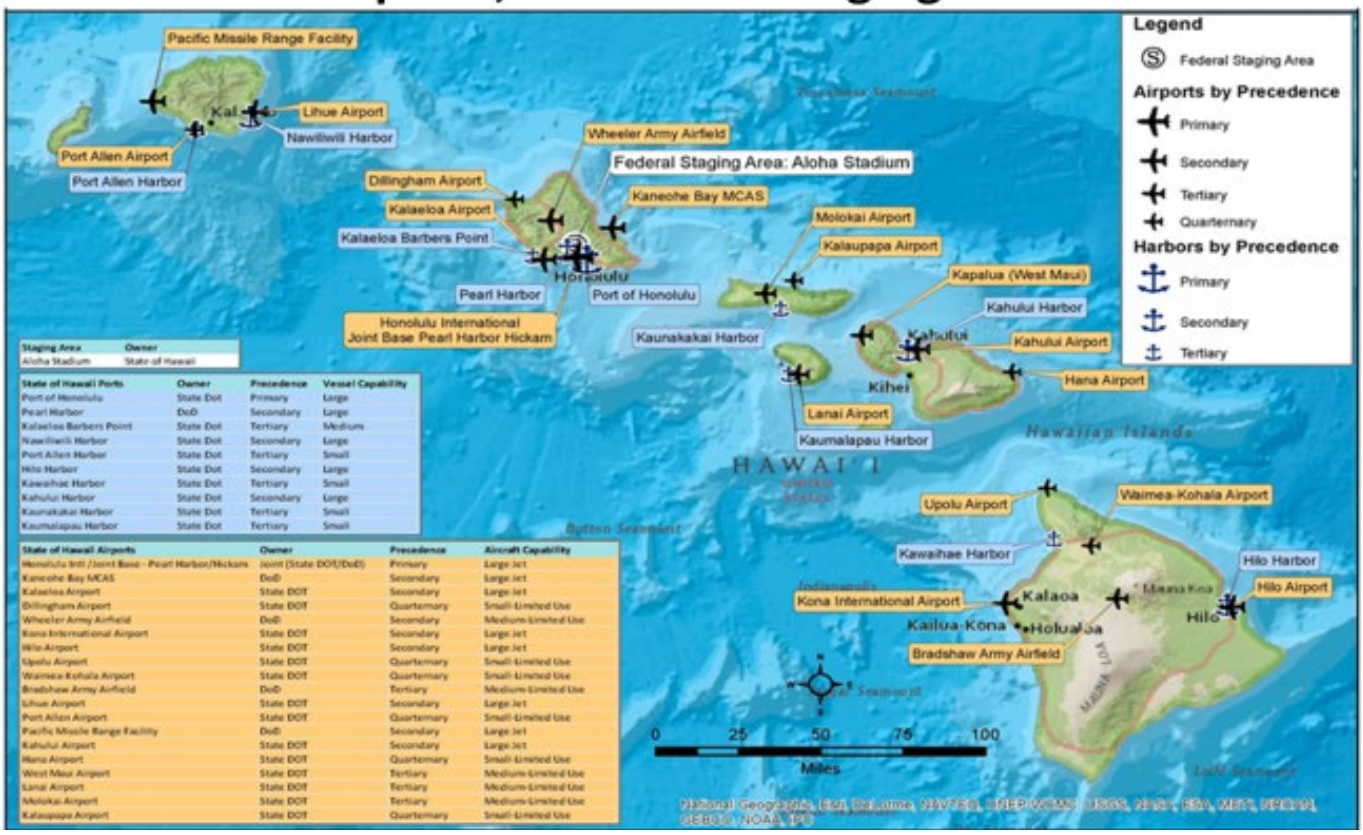
FEMA CONSOLIDATED HURRICANE MARIA 2017 COMMODITIES TRANSPORTED BY AIR & SEA									
	MEALS	GROCERY MEAL KITS	BOTTLED WATER	TARPS	SHEETING	5GL WATER JUGS	CUSI KITS	GENS	FUEL / WATER /POWER TRUCKS
SEP	6,733,412	0	5,210,228	49,859	0	23,600	0	30	38 (FUEL)
OCT	33,268,904	1,998,000	33,887,386	96,051	31,398	15,000	247,035	161	17 (WTR)
NOV	16,119,490	1,836,000	79,641,085	68,715	23,280	8,560	3,537,902	438	0
DEC	0	0	3,529,464	0	0	0	0	55	22 (PWR)
TOT	56,121,806	3,834,000	122,268,263	214,625	54,678	347,160	3,998,562	684	77

Hawaii 3 Month Requirement									
	MEALS	GROCERY MEAL KITS	BOTTLED WATER	TARPS	SHEETING	5GL WATER JUGS	CUSI KITS	GENS	FUEL/WATER POWER TRUCKS
TOT	23,009,940	1,571,940	50,129,988	87,996	22,418	142,336	1,639,410	281	
Honolulu	15,876,858	1,084,638	34,589,692	60,717	15,468	98,212	1,131,193	194	
Hawaii	3,221,391	220,071	7,018,198	12,319	3,139	19,927	229,517	40	
Maui	2,761,192	188,633	6,015,598	10,560	2,690	17,080	196,729	34	
Kauai	1,150,499	78,598	2,506,500	4,400	1,121	7,117	81,971	13	

Hawaii 1st 30-day Requirement									
	MEALS	GROCERY MEAL KITS	BOTTLED WATER	TARPS	SHEETING	5GL WATER JUGS	CUSI KITS	GENS	FUEL/WATER POWER TRUCKS
TOT	7,593,280	518,740	16,542,896	29,039	7,398	46,971	541,006	93	
Honolulu	5,239,363	357,931	11,414,598	20,037	5,105	32,410	373,294	64	
Hawaii	1,063,059	72,624	2,316,005	4,065	1,035	6,576	75,741	13	
Maui	911,193	62,249	1,985,148	3,485	888	5,636	64,921	11	
Kauai	379,665	25,936	827,145	1,452	370	2,348	27,050	5	

d. Critical Infrastructure. A detailed list of the state's critical infrastructure is contained in reference (a) (pg. 4-4-4-7) and in the figure below.

Airports, Harbors & Staging Areas



Staging Area	Owner
Aloha Stadium	State of Hawaii

State of Hawaii Ports	Owner	Precedence	Vessel Capability
Port of Honolulu	State Dot	Primary	Large
Pearl Harbor	DoD	Secondary	Large
Kalaeloa Barbers Point	State Dot	Tertiary	Medium
Nawiliwili Harbor	State Dot	Secondary	Large
Port Allen Harbor	State Dot	Tertiary	Small
Hilo Harbor	State Dot	Secondary	Large
Kawaihae Harbor	State Dot	Tertiary	Small
Kahului Harbor	State Dot	Secondary	Large
Kaunakakai Harbor	State Dot	Tertiary	Small
Kaumalapau Harbor	State Dot	Tertiary	Small

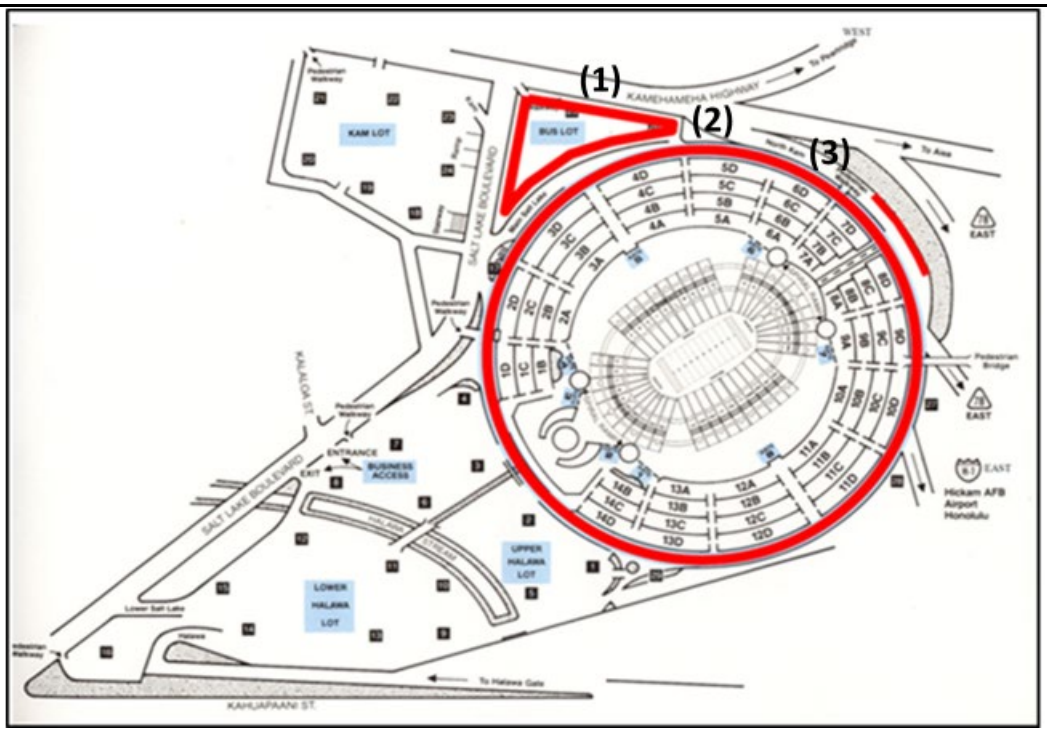
State of Hawaii Airports	Owner	Precedence	Aircraft Capability
Honolulu Intl /Joint Base - Pearl Harbor/Hickam	Joint (State DOT/DoD)	Primary	Large Jet
Kaneohe Bay MCAS	DoD	Secondary	Large Jet
Kalaeloa Airport	State DOT	Secondary	Large Jet
Dillingham Airport	State DOT	Quartermary	Small-Limited Use
Wheeler Army Airfield	DoD	Secondary	Medium-Limited Use
Kona International Airport	State DOT	Secondary	Large Jet
Hilo Airport	State DOT	Secondary	Large Jet
Upolu Airport	State DOT	Quartermary	Small-Limited Use
Waimea-Kohala Airport	State DOT	Quartermary	Small-Limited Use
Bradshaw Army Airfield	DoD	Tertiary	Medium-Limited Use
Lihue Airport	State DOT	Secondary	Large Jet
Port Allen Airport	State DOT	Quartermary	Small-Limited Use
Pacific Missile Range Facility	DoD	Secondary	Large Jet
Kahului Airport	State DOT	Secondary	Large Jet
Hana Airport	State DOT	Quartermary	Small-Limited Use
West Maui Airport	State DOT	Tertiary	Medium-Limited Use
Lanai Airport	State DOT	Tertiary	Medium-Limited Use
Molokai Airport	State DOT	Tertiary	Medium-Limited Use
Kalaupapa Airport	State DOT	Quartermary	Small-Limited Use

In addition to the infrastructure referenced, Aloha Stadium's parking lots will be used as the State's Staging Area. (SSA) (details outlined in reference (b)). Aloha Stadium provides approximately 104 acres and is twelve (12) miles (20 minutes) from Waikiki, and two (2) miles from the Honolulu International Airport (HNL) / Joint Base Pearl Harbor-Hickam (JBPHH). The size and location make it ideal as the SSA. The below map reflects the areas of the stadium parking areas that are acceptable to receive containers. Starting from the upper left:

(1) The perimeter of the bus lot can go 3 containers-wide deep. The outer perimeter of this lot is roughly 1,750 linear foot (LF) long (450 LF along Salt Lake Blvd, & 500 LF along Kamehameha Hwy, with an 800 LF long arc).

(2) The entire width of the circular road is acceptable. The perimeter road is roughly 5,150 LF long & 36 ft wide.

(3) North Kam Ramp is acceptable. The maximum length of the arc is roughly 300 LF long, one container wide.



FEMA's potential federal staging areas (FSAs) are contained in reference (c).

e. Authorities. Chapter 127A, Emergency Management, of the Hawaii Revised Statutes provides the legal framework for county and state disaster response activities, including fiduciary, material support and procurement activities.

f. Indications & Warnings. The National Weather Service (NWS), U.S. Geological Survey (USGS), Whitehouse and Department of Defense develops several forecast advisories and conditions for natural and man-made occurrences. These will be used as the primary means for indications and warnings to begin plan implementation.

Severity →	Incident Type					
	Tsunami	*Tropical Cyclone*	*Flooding*	*Volcano*	*Pandemic*	*Terrorist*
	warning	warning	flash/coastal warning	warning	5	FPCON Delta
	advisory	watch	flash/coastal watch	watch	4	FPCON Charlie
	watch	advisory		advisory	3	FPCON Bravo
	info statement				2	FPCON Alpha
					1	

g. Plan Maintenance. HI-EMA's Operations Branch and Logistics Branch will continue to revise this plan until a fully developed DMP is created. After the publication of the final plan, HI-EMA will maintain annually and determine if revisions are needed. Factors such as new guidance from senior leadership, and/or lessons learned from incident or exercises; NWS predictions and forecasts; and the state of preparedness of relevant county, state, and federal response capabilities may create the need for review and revision. For this version, reference (j) was used as a starting point to address issues identified by FEMA Region IX (RIX) on evaluating reference (i).

Date	Plan Title	Summary of Updates
December 31 2020	State of Hawaii Distribution Management Plan	Not applicable; Initial plan
September 30 2021	State of Hawaii Distribution Management Plan Version 2	1. Added finalized Memorandum of Agreement [ref (b)] 2. Added COVID-19 distribution related actions (Paragraph 2) 3. Added FSA/SSA/CSA/C-POD map (2.b.1) 4. Added i-l to Facts, Assumptions & Planning Factors (2.c.2) 5. Developed CSA to C-POD schedules (2.c.4.d) 6. Updated "Preparation Phase" objectives (2.c.5.a) 7. Expanded Pre-Staged Commodity concept (2.c.5.a.1) 8. Separated FEMA pre-positioned stocks from previous section (2.c.5.a.2) 9. Added Container Management Section Concept (2.c.5.b.2.a.2) 10. Added Private Sector concept (2.c.5.b.2.e.3) 11. Added Operational Assessments (2.c.5.b.2.e.1.f.2.c) 12. Updated Tasks (2.d)

2. **Execution**. Re-establishing the flow of critical commodities to Hawaii post-incident includes restoring or supplementing Hawaii's maritime and air transportation system, the on-road transportation system, the warehousing of commodities and the orderly, efficient distribution of goods into a disaster impacted community. The purpose of this plan is to establish written processes and procedures for the activation, operation, and demobilization of a State Staging Area (SSA) to ensure that the state can receive, track, and distribute emergency resources throughout the state in an efficient, effective and timely manner following or in anticipation of a significant planned event, major disaster or emergency.

Some of the procurement, inventorying, warehousing and distribution procedures and processes outlined in this plan were exercised and refined because of COVID-19 (DR-4510). While not all encompassing, the below table contains some of the distribution actions completed as a result of COVID-19 and the lessons learned from these actions have been incorporated into this plan. Future reviews from the the incident will be incorporated into the next round of maintenance of this document.

1. Purchased, received, and warehoused $85M of PPE and industrial hygiene supplies.	5. Implemented a state-of-the-art cloud-based computerized logistics system.
2. Received and processed over 5,000 forty-foot containers (FEUs).	6. Received and distributed over 12,000 pallets of materials state-wide.
3. Developed container yard operations to manage FEU traffic.	7. Planned and executed over twelve (12) PPE PODs state-wide employing ESF-20 and county volunteers.
4. Established multiple distribution channels to support hospitals, acute and long-term care, state agencies, independent medical providers, and the private sector.	8. Developed and managed commercial and internal ESF-20 warehouse operations covering four (4) warehouses totaling more than 100,000 square feet.

a. Federal Emergency Management Agency's (FEMA) Concept of Support. A catastrophic incident impacting Hawaii will require extensive CONUS based resource support. FEMA Region IX (RIX) will provide logistics coordination

to affected areas within the region by deploying resources in a timely manner to support a successful response. Resources and capabilities will be coordinated and pushed from CONUS beginning pre-impact in order to facilitate an effective response. The Unified Coordination Staff (UCS) will coordinate post-impact resources based on assessments and requirements. The FEMA Distribution Center-Hawaii (DC-HI), located on Oahu, will provide immediate response resources from its warehouse in support of Unified Coordination Group (UCG) priorities. The operational area extends from CONUS to the four (4) counties of the State of Hawaii. The primary federal Incident Support Base (ISB) used by FEMA in support of Hawaii is located at Travis AFB, California. Resources and capabilities may be sourced throughout the United States and staged at the ISB awaiting deployment to the state of Hawaii. FEMA will employ a "push/pull" concept for resources based on UCG priorities. Initially, critical response assets will be "pushed" to CONUS-based ISBs in order to establish an approximate 72-hour supply. During the first 72 hours of response operations, planners anticipate pushing resources to Hawaii. Once operational control in the field is established, the "push" concept will transition to a "pull" concept. (Reference (a)).

b. HI-EMA's Concept of Operations. The objectives of this plan are contained in the table below.

Distribution Management Plan Objectives	1. Establish emergency distribution network.
	2. Maintain emergency distribution network until steady-state operations are supportable.
	3. Provide critical supplies to the counties.

The success of Hawaii's DMP consists of three (3) major organization actions: FEMA, HI-EMA, and the county emergency management or civil defense agencies. Eventually, the DMP will consist of adding the private sector as a key organization. Each agency has roles and responsibilities in the execution of this plan. While all agencies will need to coordinate, the primary focus of each agency will be on establishing and managing their respective key "areas" or critical nodes as summarized below in 2.b.1.

(1) Key Areas/Critical Nodes

(a) Port of Debarkation (POD). The port of debarkation can either be maritime or aerial. However, based upon Hawaii's initial 30-day requirement, it would be logistically sound to have the primary port be sea-based. FEMA would have the requirement for arranging the shipment of CONUS based commodities to Hawaii. Due to the uncertainty of the incident effects, the POD location cannot be accurately determined. The primary sea POD (SPOD) is Honolulu Harbor and the primary air POD (APOD) is Joint Base Peral Harbor-Hickam. A complete detailed list is contained in reference (c).

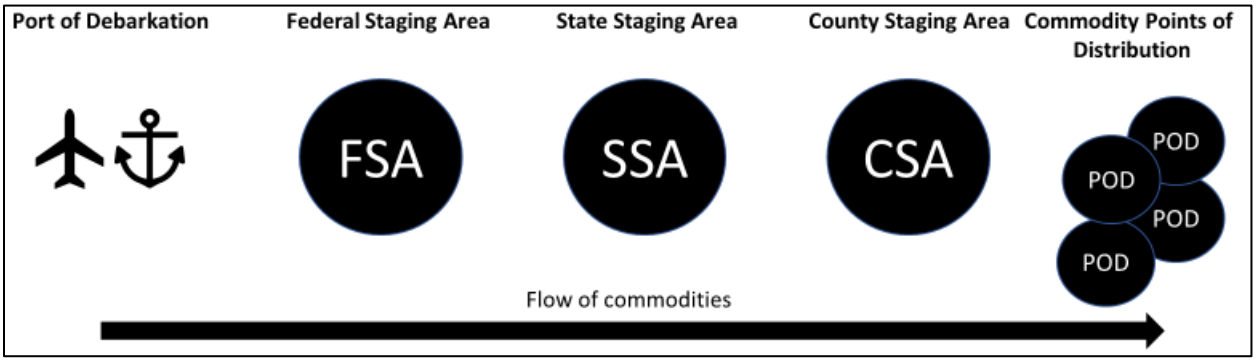
(b) Federal Staging Area (FSA). A base located closer to the area of operations (AOR) that provides logistical support to a disaster/operation under the control of the Incident Management Assistance Team (IMAT) or Joint Field Office (JFO); resources are committed to the disaster.

(c) State Staging Area (SSA). Staging area designated by the state to temporarily manage relief supplies for onward movement to county staging areas (CSA). FEMA considers the relief supplies expended when they are delivered to the SSA and no longer tracked in Logistics Supply Chain Management System (LSCMS).

(d) County Staging Area (CSA). Staging area designated by the county to temporarily manage relief supplies for onward movement to C-PODs. The CSA can be co-located with a C-POD. HI-EMA considers the relief supplies expended when they are delivered to the CSA.

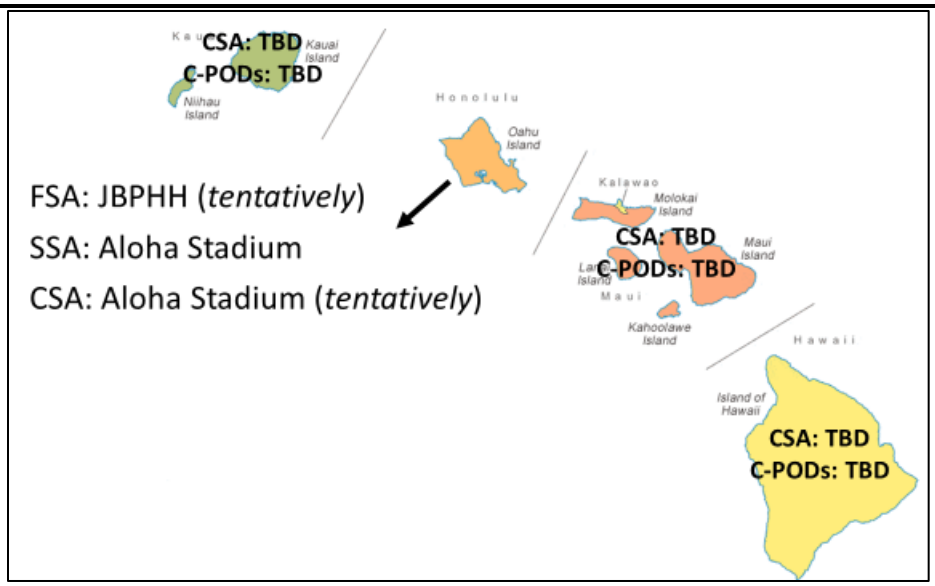
(e) Commodity Points of Distribution (C-PODs). Locations in the impacted area where relief supplies are picked up by survivors. A C-POD establishes an initial point(s) where the public can obtain life-sustaining emergency relief supplies. These facilities must serve the population until no longer needed; this may be indicated when power is restored, traditional facilities reopen (e.g., retail establishments), fixed and mobile feeding sites and routes are established, and/or relief social service programs are in place. These are managed by the counties.

The below graphic displays the overall concept of operations and the relationships between the key areas.



Nodes	Responsibility
Port of Debarkation	Federal
Federal Staging Area	
State Staging Area	State
County Staging Area	County
Commodity Point of Distribution	

As of the publication of this plan version, the below map displays the planned locations of the FSA, SSA, CSAs and C-PODs.



(2) Phases. This plan is broken down into three (3) phases as outlined in the table below.

Phase #	Phase Name	Brief Description
1	Preparation	The preparation phase consists of all the activities that can be performed in advance of the incident itself. This phase begins with the development of this plan. This typically involves having the policies and procedures that govern incident response in place, a completed and published DMP, training and education, conducting incident response exercises, developing and maintaining documentation, and numerous other such activities.
2	Response	The response phase will begin when it is determined to activate the SSA. When declared operational, resource delivery to the SSA will begin immediately. The goal of each staging area, once stocked, is to provide needed resources to each CSA on a rotational schedule.
3	Demobilization	Demobilization commencement will be situational dependent. However, some triggers are restoration of the power grid, reopening of retail stores, operable point-of-sale systems, restoration of traditional transportation systems (e.g., seaport, airport) diminishing population in shelters, and decreased demand for resources at C-PODs. Demobilization is when resources are retrieved, rehabilitated, replenished, disposed of and retrograded. Property reconciliation is conducted and an organized shutdown of the response. This phase will end once all reimbursements are completed.

c. Concept of Operations Approach. The concept of operation (CONOP) approach was developed using requirements, conversion factors, geography, facts, limitations and some assumptions. The approach has flexibility written into the distribution model which allows to adjust to the most affected counties (see 2.c.4). It also allows for time to establish a fully operational SSA. Using the requirements contained in 1.c., historical FEMA analysis and FEMA conversion planning factors the conversion from requirements to 40-foot container requirement is listed below.

(1) County Daily & 4-day 40-foot Container Requirements

State of Hawaii 1 Day Commodity Requirements	
County	40-foot Container (40 Ft CTRN) Requirement
Honolulu	30
Kauai	3
Maui	6
Hawaii	6
Total	**45 40Ft CNTR**

4 Days Requirements	45 x 4 = 180 (40FT CNTR)

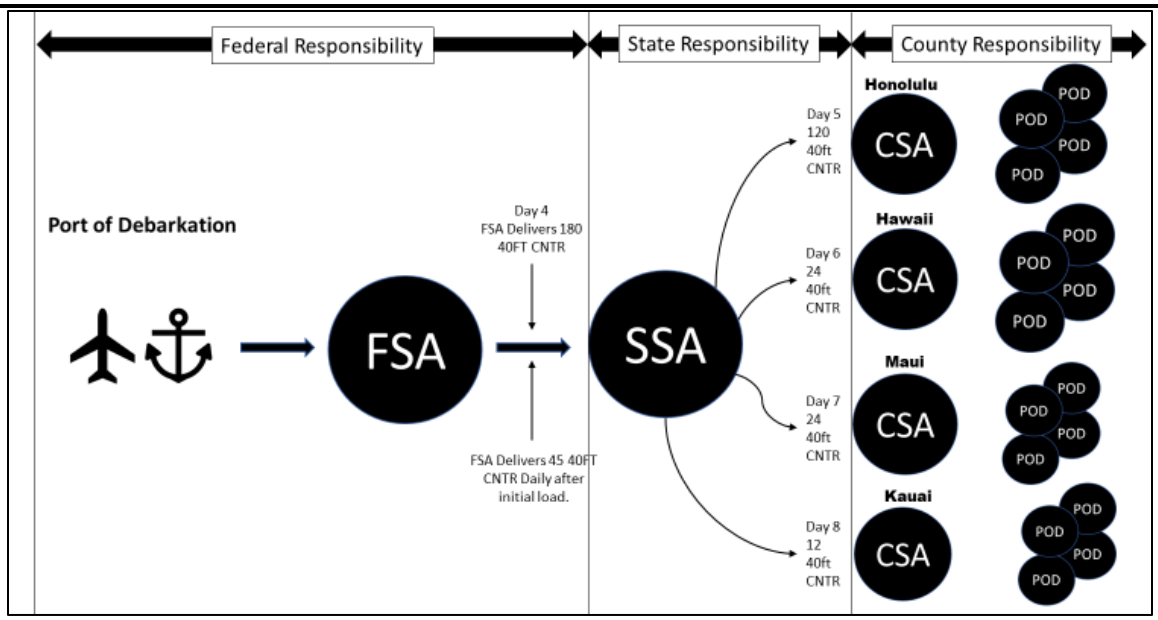
State of Hawaii 4 Day Commodity Requirements	
County	40-foot Container (40 Ft CTRN) Requirement
Honolulu	120
Kauai	12
Maui	24
Hawaii	24
Total	**180 40Ft CNTR**

(2) Concept of Operations Facts, Assumptions & Planning Factors

Statement	Type
(a) FEMA will provide SSA 45 containers (on chassis) a day starting on day four (4) after the SSA achieves a fully operating capacity status.	A & PF
(b) Maintain no more than four (4) days of state supplies in the SSA.	PF
(c) FEMA is responsible for delivering to SSA; HI-EMA is responsible for delivering to CSAs.	F
(d) No break bulk; containers are pure.	F
(e) It will take four (4) days to establish the SSA.	A & PF
(f) Each county can hold four (4) days of supplies.	A & PF
(g) SSA outbound total transit time (SSA-CSA/Port-SSA) to average 90-minute cycle time (hookup, drive to, drop, return).	PF
(h) Commercial Driver's Licensed (CDL) drivers have maximum 14 hours per 24-hours.	F
(i) Detention fees will be charged for containers not returned to container collection point.	F
(j) Detention fees will begin on the 16th day after it has departed the FSA.	A & PF
(k) Containers can not be used as storge at C-PODs.	F & PF
(l) Two (2) meals and three (3) liters of water per person of the impacted population each day.	PF

Legend: A = Assumption; F = Fact; PF = Planning Factor

(3) Operational Design. The below graphic expands the concept of operations to include the requirements and the flow of commodities between the key areas. It focuses on the "response" phase of the plan.



(4) SSA Processing Schedule. The below table displays the SSA processing schedule based upon the requirements and the conversion into 40-foot containers.

(a) The below table can be adjusted based upon county priorities and the effects of the disaster. For example, the table shows that the first delivery would be to Honolulu. However, if another county had a greater requirement, the delivery schedule can be adjusted.

(b) The below table displays that the SSA receives the first shipment on day four (4) and begins delivery on day five (5). This is based upon full operational capacity. However, if the SSA becomes operational before, the cycle can be sped up.

(c) The "gap" displayed for the first four (4)-days will be addressed in 2.c.5.a.1. and 2.c.5.b.1.f.1.

Receiving & Distribution Schedule													
Day	1	2	3	4	5/13	6/14	7/15	8/16	9/17	10/18	11/19	12/20	After day-12, the rotation will repeat from day-4
40ft container Received in SSA				180	45	45	45	45	45	45	45	45	
Honolulu					120				120				
Hawaii						24				24			
Maui							24				24		
Kauai								12				12	
Total in SSA (start/end)	0	0	0	0	180	105	126	147	180	105	135	156	
	0	0	0	180	105	126	147	180	105	126	147	180	

(d) In an effort to show the complete flow of containers from FSA to the C-PODs, HI-EMA requested the planned or proposed locations of the CSAs and C-PODs to the counties during the planning process of this plan version. This information is important for a few reasons: it identifies locations, distances, and travel times; it allows counties to see gaps in their coverage; and finally, it provides counties their transportation requirements. As of the publication of this plan, no information has been received from the counties on the location of their CSAs or C-PODs. The only exception is that City & County of Honolulu is proposing their CSA will be co-located with the FSA. Therefore, for planning purposes, a dual-use SSA/CSA will be used. The below tables are "conceptual" because there are information gaps as displayed in the blank tables. [Planner Note: the below distribution schedules from CSA to C-PODs is based on requirements only. The number of C-PODs are notional. The rotation only goes out to day 12]

Kauai					
Day		1/5/9	2/6/10	3/7/11	4/8/12
IN	CSA Received	12/12/12	0	0	0
OUT	C-POD 1	3/4/2	0/0/0	0/0/1	0/0/0
	C-POD 2	3/4/2	0/0/0	0/0/0	0/0/1
	C-POD 3	3/0/1	0/2/0	0/0/0	0/0/1
	C-POD 4	3/0/1	0/2/1	0/0/1	0/0/1

EXAMPLE

City & County of Honolulu					
Day		1/5/9	2/6/10	3/7/11	4/8/12
IN	CSA Received	120/120/120	0	0	0
OUT	C-POD 1	40/30/10	0/0/10	0/0/0	0/0/0
	C-POD 2	40/30/10	0/0/0	0/0/0	0/0/0
	C-POD 3	0/30/10	20/0/10	0/0/0	0/0/0
	C-POD 4	0/0/10	10/10/10	0/0/10	0/0/10
	C-POD 5	0/0/10	10/20/10	0/0/10	0/0/0

EXAMPLE

Maui					
Day		1/5/9	2/6/10	3/7/11	4/8/12
IN	CSA Received	24/24/24	0	0	0
OUT	C-POD 1	12/4/3	0/0/1	0/0/0	0/0/2
	C-POD 2	10/4/3	0/0/1	0/0/0	0/0/2
	C-POD 3	1/0/3	0/8/1	0/0/2	0/0/0
	C-POD 4	1/0/3	0/8/1	0/0/2	0/0/0

Hawaii (Big Island)					
Day		1/5/9	2/6/10	3/7/11	4/8/12
IN	CSA 1 Received	12/12/12	0	0	0
	CSA 2 Received	12/12/12	0	0	0
OUT	C-POD 1	6/4/0	0/0/3	0/0/0	0/0/1
	C-POD 2	6/4/0	0/0/3	0/0/0	0/0/1
	C-POD 3	4/4/0	0/0/3	0/0/0	0/0/2
	C-POD 4	4/0/3	0/12/0	0/0/2	0/0/0
	C-POD 5	4/0/3	0/12/0	0/0/2	0/0/0
Assumption: Big Island will have (2) CSAs					

EXAMPLE
EXAMPLE

(5) Operational Phases

(a) Preparation Phase. This phase begins with the development of this plan. The following are the objectives during this phase.

Preparation Phase Objectives	1. DMP 2022 completion and continue plan refinement.
	2. Turn the scope of work into a contract with SSA management company.
	3. Validate planning assumptions.
	4. Refine SSA layout.
	5. Refine the county pre-staged commodity concept.
	6. Develop the private sector concept and incorporate into overall plan.
	7. Identify multiple sourcing mechanisms in resource ordering section.
	8. Exercise CONOPs.

1. County Pre-Staged Commodities. As displayed in 2.c.4, and in the image displayed below, there is a "gap" in state to county support for four (4) days post incident.

	Receiving & Distribution Schedule							
Day	1	2	3	4	5/13	6/14	7/15	8/16
40ft container Received in SSA				180	45	45	45	45

While HI-EMA's guidance and direction to maintain 14 days' worth of survival supplies is the preferred method to address this gap, the state needs an alternate method to ensure the counties are able to provide commodities to their population as soon as possible. The idea of pre-staging water and food is one possibility to bridge this gap (Another method is discussed in 2.c.5.b.1.f.1.). This concept was discussed with the counties during the planning process time between publication of reference (i) and this version. The state and all counties agree to further research and continue to develop the pre-staged commodity concept.

As mentioned in reference (i) the biggest issues are financial risk to benefit, stores rotation, storage location and responsibility. These issues will be addressed after the publication of this plan. The below table outlines very basic planning factors used and determined between HI-EMA and the vendor.

Base Planning Factor: 1,000,000 people for 4 days

Breakfast serving 500 calories per day / Lunch serving 500 calories per day / Dinner serving 500 calories per day

The meals above will give a different entrée at each sitting.

Vendor applied a discount even further below their typical bulk discounts for the quantity needed.
- Total cost without shipping **$14,674,126**
- That is .61 per serving, $1.22 per adult sitting.

Storage requirements:
- Total amount of pallets approximately **2,885**
- Equates to 8,500 sqft. of warehousing
  - Pallets can be double stacked on top of another pallet to save space
- No temperature controlled is required

As previously published and remains true for the execution of this plan, this is currently not a feasible method to bridge the gap in this version of the DMP. However, this concept has the most potential in moving forward.

2. FEMA Pre-Positioned Stocks. Another form of prepositioning occurred during Hurricane Douglas (2020). However, this prepositioning method is not a guarantee. If the Governor issues a pre-landfall emergency proclamation the proclamation would authorize the expenditure of state funds for the quick and efficient relief of disaster-related damage, losses and suffering that may result from the storm. As a result, the United States President issued an emergency declaration for the entire state in preparation of the hurricane which allowed FEMA RIX to pre-position assets from DC-HI to the outer islands pre-landfall.

(b) Response Phase. The response phase is the priority phase of this plan. This phase will begin once the decision to active this plan. Activation process in contained in 4.a.1. This plan will focus on actions associated with successful SSA operations and are addressed in 2.c.5.b.2.

Response Phase Objectives	1. Assess county requirements and prioritize the counties support required.
	2. Establish SSA within prescribed timeline.
	3. Coordinate with FEMA to ensure FSA to SSA process is established.
	4. Ensure ground LOCs are cleared to and from FSA and SSA.
	5. Coordinate with FEMA for direct CSA shipments for first 4-days.
	6. Enact emergency contracts and procurement process.

1. SSA Activation Procedures. The authority for opening the SSA lies with the State Emergency Operations Center (SEOC) and Unified Coordination Group (UCG). The SEOC Logistics Section coordinates activation and operation of the staging area site. In the best of conditions, the state would require 24-hours to establish and implement initial capability for the disaster resource movement process and a full capacity within 96-hours. The SEOC Logistics Section Chief (LSC) determines the need for the staging areas based on the location, size of the site versus anticipated resource quantities, population of the affected area, the condition of local infrastructure, and transportation corridors for material traveling in and out of the site.

2. State Staging Area (SSA) Operations. SSA operations are successful if the following support efforts are planned accordingly.

SSA Supporting Efforts				
a. Transportation	b. Manpower & Equipment	c. SSA Design	d. Inventory Management	e. Procurement

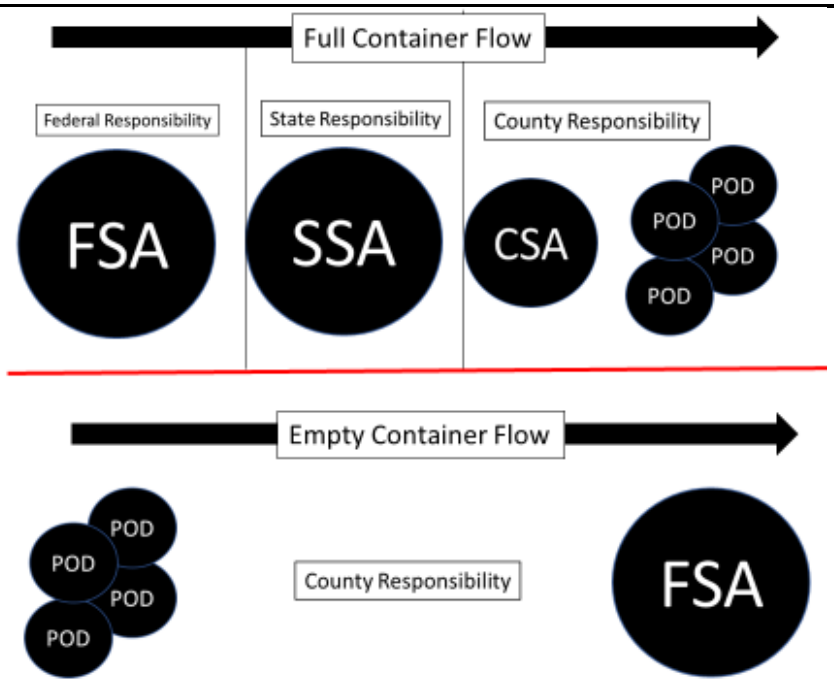
a. Transportation. The ability to transport essential commodities between critical nodes is one of the principles of this plan. While this plan doesn't address the details of the *draft* Hawaii Debris Management Support Plan (reference (e)), it does identify the main supply routes that need to be cleared to and from the SSA. Additionally, since it is undetermined where the FSA will be located, it most likely will be near the Port of Honolulu or Joint Base Pearl Harbor-Hickam. Therefore, the below map outlines the key routes that will need to be cleared.

(1) Outbound Transportation (SSA to CSA)

(a) Honolulu County transportation will not be required if the SSA is co-located with Honolulu County's CSA. However, if the county determines another CSA location on Oahu, transportation will be provided by a contracted freight company (e.g. Courier Corp of Hawaii, Royal Transport, DHX Hawaii) at the volume of 120 units every 4 days. The contracted freight company will be responsible for performing and reporting dock-to-dock transportation from the SSA to the Honolulu County CSA. Honolulu county requirement will be thirteen (13) drivers and tractors to process their commodity flow process. (120 units * 1.5 hours ÷ 14 hours = 12.8 ≈ 13).

(b) Neighbor Island transport will be provided by a contracted freight company (e.g. Courier Corp of Hawaii, Royal Transport, DHX Hawaii) at the volume of 23 units every 4 days. Contracted freight company will be responsible for performing and reporting dock-to-dock transportation (pick-up, delivery to Inter-island barge, pick-up at the far terminal, and delivery to the CSA). The neighbor island deliveries are hard to predict at this stage in the planning. Coordination with Young Brothers (YB) needs further development with the request of possible surge operation hours. YB operate three (3) hours in the morning and three (3) hours in the afternoon and is closed for lunch.

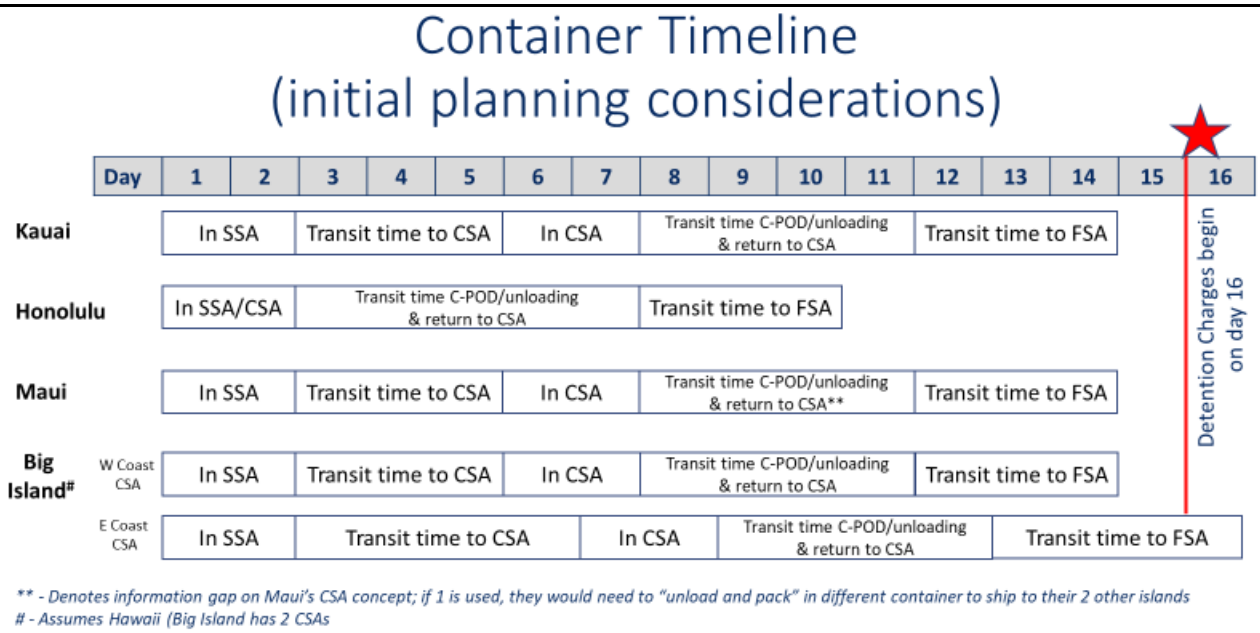
(2) Container Management. Containers are crucial to the success of distribution operations. Containers provide a secure means of transporting cargo, facilitate increased responsiveness to changes across the impacted area, simplify the rapid movement of materiel across the state, and provide protection to materiel from the weather. Containers will be used from the FSA to as far forward as possible and must be managed while used in the state. Ideally, ITV/RFID (outlined in (2.c.5.b.2.e.1.f.2.b)) could alleviate some container inventory issues, but ITV/RFID is merely a tracking method and doesn't establish any "method". Therefore, a container management process needs to be created. The below graphic will be the basic concept that the DMP will adhere to.



(a) Container management basic information. There are a few key pieces of information when planning and dealing with containers that must be taken into consideration when developing the container management process. The most important ones are listed below.

Information about overall container management	Container management applicable to the DMP
1. Shipping containers are either leased or owned by the shipping company.	5. Containers will not be used at storage at C-PODS.
2. A container not being used to ship items is lost revenue to companies.	6. State will start incurring "detention charges" when containers do make it back to empty trailer yard (ETY) in a certain time period.
3. Shipping companies rely on the timely return of containers to re-use and ship more products.	7. County responsibility to ship empty containers back to ETY. FSA will act as ETY for planning purposes.
4. The increase of empty containers in the state means less products can be delivered.	8. Counties may need to cross-load from shipping containers to county owned/leased containers for isolated communities or areas that will bust the detention timeline.

(b) Container Timelines. The below timelines are based upon transit times between Oahu and the neighboring counties, loading and unloading factors, reasonable time to transit from CSA to C-PODs and unloading at C-PODs. While on the surface it might appear that the detention fees, which is a charge made on a carrier conveyance held by or otherwise delayed through the cause of the state of Hawaii, is the primary driver of the timeline, it isn't. The primary driver is getting empty containers back to the shipping companies to allow them to ship more products.



As displayed in the "Container Timeline" graphic above, Kauai and Honolulu should not have any issues with returning their empty containers to the empty trailer yard (ETY). Maui could possibly have issues depending on how their inter-county distribution chain is developed. Finally, Hawaii (Big Island) will have issues in returning empty containers to the ETY based on the initial unrefined timelines. Additionally, all counties need to consider "isolated communities" and how to supply those areas while still adhering to the container timeline.

b. Manpower & Equipment (SSA Scope of Work). The following is the scope of work required for SSA operations, the manpower requirement and table of equipment.

(1) SSA Scope of Work. Establish State Staging Area (SSA) container handling yard at Aloha Stadium equipped with necessary contracted staff and equipment to receive, store, and handle up to 200 40' trailer mounted containers per 12-hour day with the ability to surge to 24-hour operations for the first twelve (12) days.

(a) SSA Operations (SSAO) Unit will coordinate the delivery and reception of inbound units from the FSA and direct the delivering vehicles to the appropriate storage staging location where the containers will be unhooked from their primary movers and placed in their storage location.

1. If containers must be removed from the trailer, then a minimum of two container loaders and or more necessary to unload up to 180 trailers within an eight-hour period.

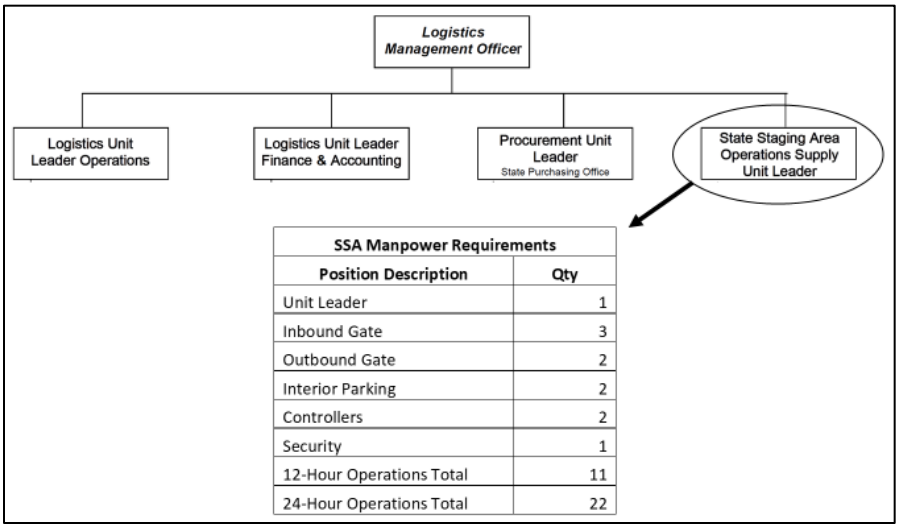
2. If containers are permitted to remain on the trailer, then the need for container loaders can be reduced to single unit.

(b) SSA Operations (SSAO) Unit will coordinate the outbound delivery of specified containers to designated CSAs via on-island surface transportation or via interisland barge transportation through the employment of Hawaii based contracted transportation services.

1. If marine port transportation link to a neighbor island CSA is not operational, the SSAO will direct the transportation company to break-bulk the container and convert for air cargo shipment and delivery.

(c) The SSA Operations (SSAO) Unit will provide staffing for a Logistics Unit to manage the process, coordinate with the EOC, the FSA, the CSAs, and the engaged logistics contractors. The SSAO Unit will be responsible for accounting and tracking of all supplies from receipt to delivery.

(2) SSA Manpower & Organization. The SSAO is one unit within HI-EMA's Logistics Section. SSA will have inbound and outbound gate teams with an interior parking team and a controller team to manage the administrative work and communicate with the FSA, CSA and SEOC. The below diagram depicts the SSAO unit in relation to HI-EMA Logistics Branch and then the SSA manpower requirements.



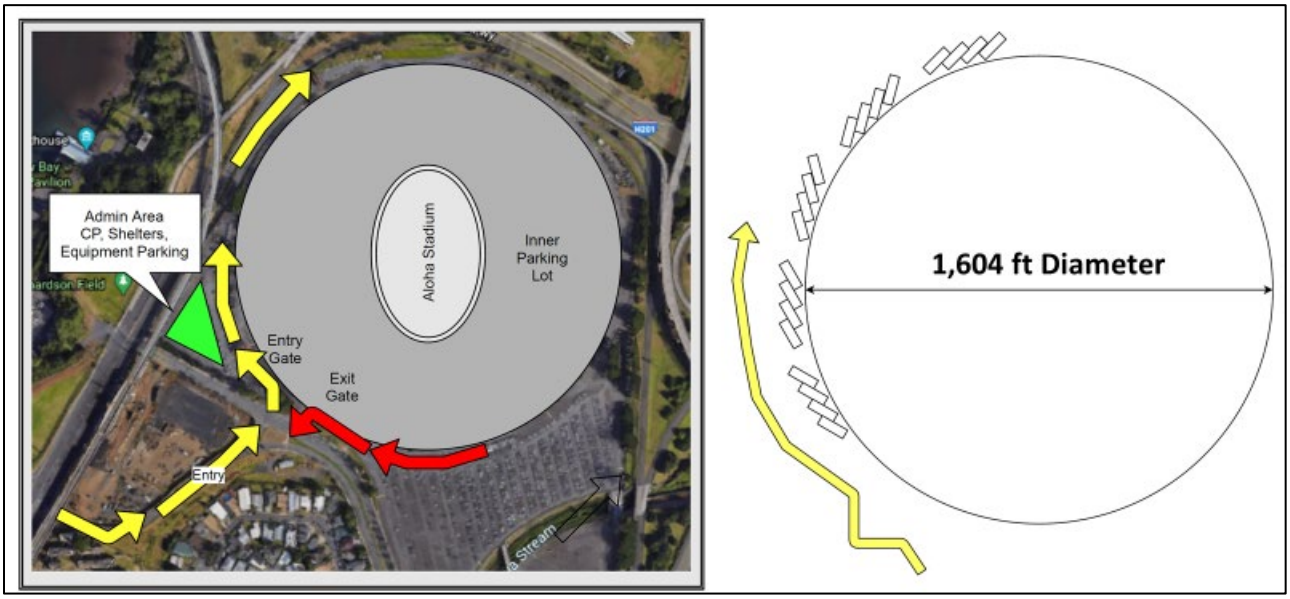
SSA Manpower Requirements	
Position Description	**Qty**
Unit Leader	1
Inbound Gate	3
Outbound Gate	2
Interior Parking	2
Controllers	2
Security	1
12-Hour Operations Total	11
24-Hour Operations Total	22

(3) SSA Table of Equipment. Contractor will provide all equipment except communications and laptops which are provided by the state (configured to operate on State Emergency Networks). There is no warehouse for the SSAO as it is a container-only operation. Warehouse services are only for pallets being delivered to HI-EMA for RFAs or donations.

SSA Table of Equipment			
Nomenclature	**Qty**	**Nomenclature**	**Qty**
Dual Floodlight Sets	4	Traffic Direction Signs w/stands	5
Gensets 2000kw	6	Stop Signs w/stands	4
10 x 10 Portable Shelters	3	Illuminated Traffic wands	10
10 x 20 Portable Shelters	2	Support Vehicles (Crew Cab)	2
Folding Tables	3	Cellular Phones	12
Folding Chairs	10	LMR Radios	12
Folding Cots	4	MiFi Wifi	2
On-site ATVs	3	Laptops	4
Flashlights	12	Satellite phone	1

First Aid Kit	1	Portable Toilet	1
Safety Vests	12	Bottled Water - Cases	10
Traffic Cones	50		

c. SSA Design (Layout). The following diagram is the SSA container storage plan. The plan utilizes the four (4) lane exterior parking ring road which is approximately 4,921.26 ft in circumference. The received containers will be parked diagonally (pull up reverse in) allowing space for an estimated 375 thirteen (13) foot wide parking spaces. Not all of the circumference is available for parking which reduces total space to 250 spaces.



d. Inventory Management (Resource Accountability & Distribution). The basic process flow for resource accountability and distribution is reflected in the following table.

Step	Description	Data
Start		Emergency Declaration
1	Material Purchase Request (MPR) is entered into the HI-EMA Integrated Logistics System (ILS) to describe supplies that are requested by RFA or "pushed" by Federal distributions (i.e. SNS, FEMA) or Donations (i.e. NGO, Private).	RFA Purchase Request FEMA Waybill Donation Waybill
2	MPR is routed for purchasing approval through the HI-EMA ILS that results in a Purchase Order (PO).	MPR PO
3	PO is routed to the State Purchasing Office (SPO) for sourcing.	PO
4	PO is sourced by SPO and routed for approvals. Final executed PO costs are logged into the HI-EMA ILS and assigned to the RFA.	PO RFA
5	Upon approval and PO execution, HI-EMA Logistics confirms and validates PO items, assigns necessary SKUs, item descriptions, units of measure, and quantity available.	PO Container Number

	All inbound items regardless of purchase, FEMA, or donation are assigned to a PO for tracking and accounting purposes. This would apply to FEMA containers where the items within the container are assigned SKUs and the container is considered a unit-of-measure and tracked by the shipping container number.	
6	The supplier provides delivery ETA and packing lists to HI-EMA Logistics which enters the data into the HI-EMA ILS and notifies the receiving entity (i.e. HI-EMA warehouse or SSA) of the projected delivery time and date.	PO Waybill Packing List Container Number
7	HI-EMA warehouse and or SSA receives the shipment and performs a Receiving Report and reconciles delivered counts and reports via the HI-EMA ILS. **Received goods are assigned and entered in HI-EMA's ILS warehouse inventory database and are available for disbursement**.	PO Waybill Packing List Container Number Receiving Report
8	HI-EMA Logistics Staff reviews PO-Packing List-Receiving Report and approves Receiving Report and Payment of Invoice by DOD Fiscal.	PO Receiving Report Invoice
9	Inventory items are disbursed by assigned SKU to meet requirements of the RFA using HI-EMA's ICS 213rr forms. One ICS 213rr details quantity, SKU, costs, and delivery point and an accompanying ICS 213rr details the transportation. Each ICS213rr contains related RFA number for tracking purposes.	RFA ICS213rr Goods ICS213rr Transport
10	Transportation unit delivers the ICS213rr order to delivery point, CSA, or port and receives acknowledgment and confirms with HI-EMA Logistics.	ICS213rr Transport
11	Employing the HI-EMA ILS, the Logistics Unit will produce weekly or ad hoc inventory status reports, delivery reports, and financial reports that reconcile purchases, donations/pushes, RFAs, and deliveries.	RFA PO Receiving Report Invoice ICS213rr Goods ICS213rr Transport
12	The consolidated and reconciled cost data and the associated PO and delivery data is employed by HI-EMA's Disaster Assistance Section to compile the Stafford Act Project Worksheets which are submitted for protective measures reimbursement.	RFA PO Invoice ICS213rr Goods ICS213rr Transport PW Worksheets

Resources will most likely arrive at the SSA via truck. Regardless of the mode of transportation, the check in process remains the same. Resource accountability by the SSA begins at the point of check in at the SSA and continues until resources have been accepted and signed for by a receiving party. Resources are distributed using "First In, First Out" (FIFO) processes.

e. Procurement

(1) Locally Procured/RFA Items. For the acquisition of materials, goods, and services not provided by FEMA or Donations HI-EMA WebEOC's Request for Assistance (RFA) process will be employed. This

process Starts with requesting Department, Agency, or County Emergency Management Officer issuing a RFA through the WebEOC system describing the unmet need. The below outlines the process and it is also contained in enclosure (8).

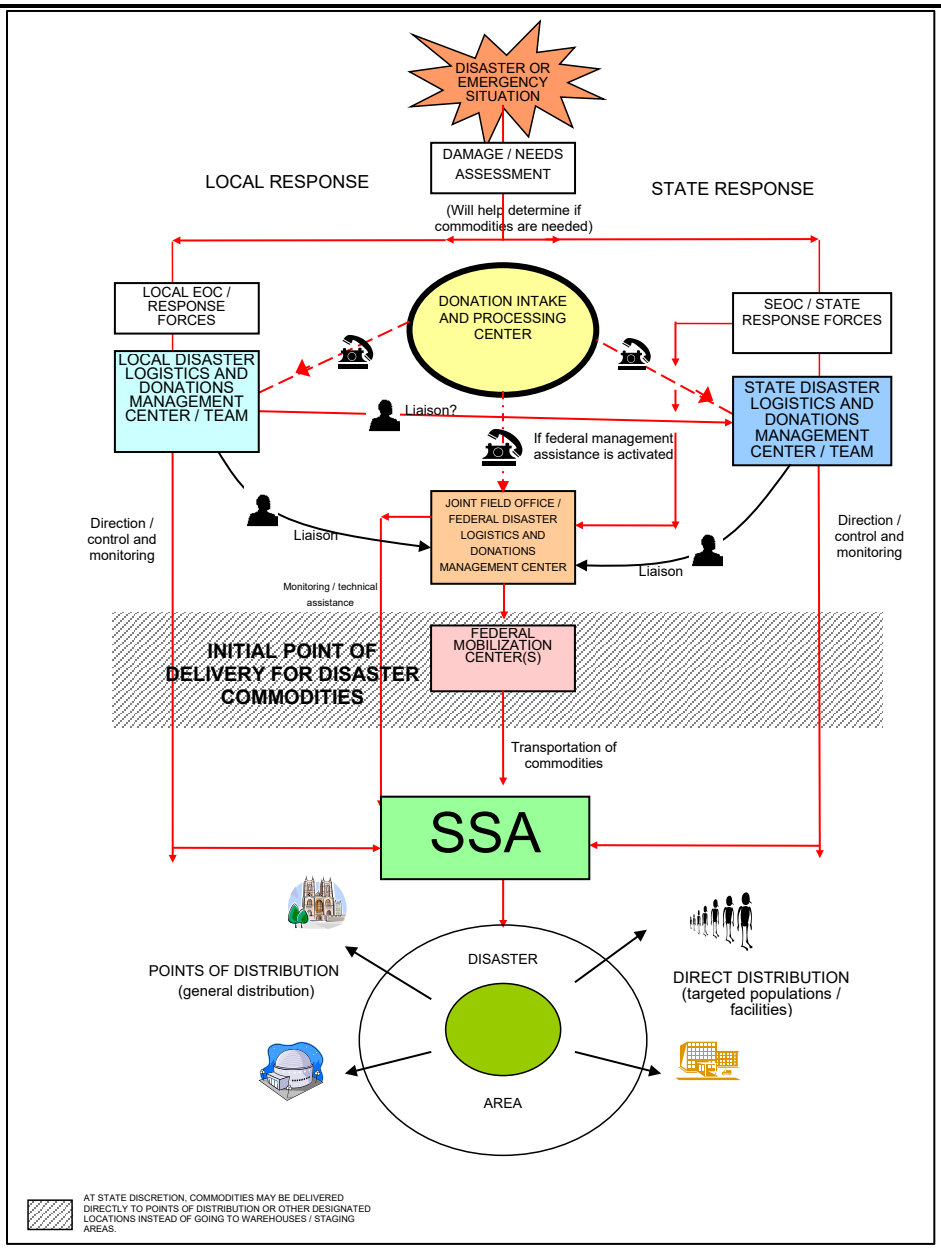
(a) The RFA is processed and approved for execution by HI-EMA Operations and those requiring logistics support are routed to HI-EMA's Logistics Branch which serves as the lead for ESF-7. RFAs are reviewed by HI-EMA Logistics and cost estimates are developed for review by the Finance & Accounting Branch (ESF-16). ESF-16 reviews and either declines or approves the cost estimate for the RFA and provides the appropriate funding code for the procurement.

(b) Upon approval of the pending RFA by ESF-16, HI-EMA Logistics issue a bulk purchasing target or alternatively a narrower Emergency Purchasing Request (EPR) to the State Purchasing Office (SPO) who initiates the formal purchasing cycle. SPO compiles a purchasing package which contains the EPR, quotes for the specified material, delivery ETA, and technical specifications. HI-EMA Logistics approves the technical specifications and ESF-16 approves the cost estimates.

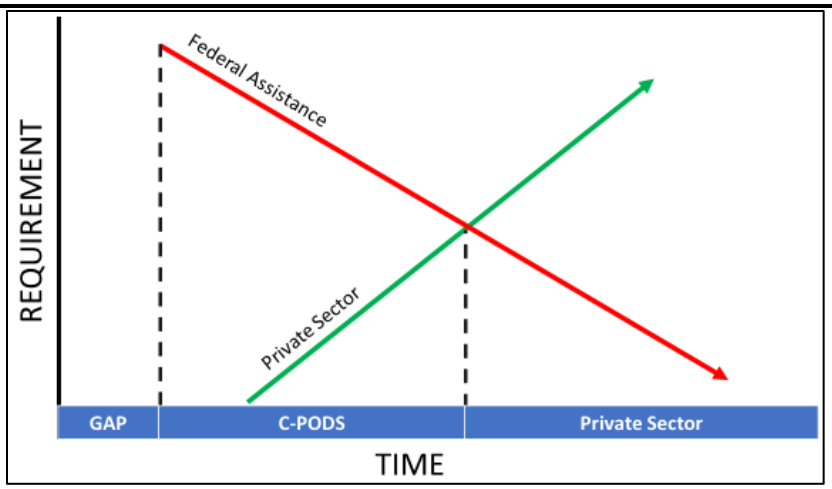
(c) Following the final approval of the EPR, the State Purchasing Office (SPO) creates an Emergency Purchase Order (EPO) which is approved by HI-EMA Logistics and which in-turn is approved by HI-EMA Fiscal which encumbers the EPO in the State Financial System (FAMIS). The EPO is then approved by the Incident Finance Section Leader. Final approval of the EPO is made by the Incident Commander.

(d) The completed and approved EPO is issue to SPO for the Purchase execution with copies of the EPO issued to HI-EMA Logistics, HI-EMA Fiscal, and the receiving site (SSA) or warehouse with the inbound ETA. Upon receipt of the purchased good and services the receiving site (SSA) or warehouse issues a receiving report and indicates on the invoice that Goods and Services were received. This is then communicated to HI-EMA Logistics for entry into the warehouse and to HI-EMA Fiscal to direct payment. Final cost information is entered into the RFA record to summarize RFA costs for incident records.

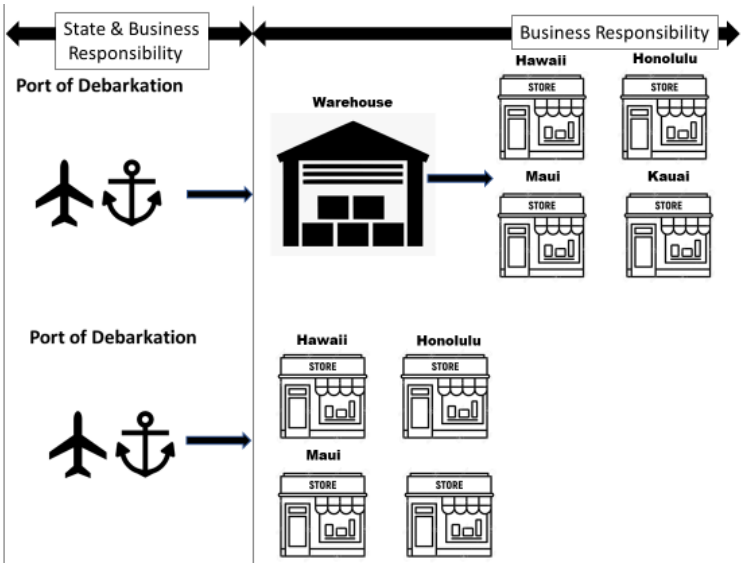
(2) Donations. As applicable, there will be a donations management element to designed to control and coordinate the influx of unsolicited, donated goods and services, including cash contributions and spontaneous (emergent), unaffiliated volunteers. Because HI-EMA's capabilities in donations management are somewhat limited in terms of facilities, expertise and experience, the donations management element will necessarily rely on NGOs to provide significant support in the management of unsolicited donations. Acceptable donations will ultimately follow the same process at step 7 of inventory management process (2.c.5.b.1.d) and then follow the remaining steps. In the diagram below, the SSA is represented by the "green box".



(3) Private Sector. "Supply chain resilience is key to disaster response. Successful SLTT distribution management planning depends on a clear understanding of private sector supply chain norms and flows" (reference (d) pg. 4). Incorporating the private sector into reference (i) was an obvious "gap". As a result, HI-EMA began initial discussions and began to develop rough concepts with Walmart and Hawaii Foodservice Alliance to incorporate them into the process. As with all emergency plans, the goal is to get back to normalcy as soon as possible. The desire is to "wean" off federal assistance while the private sector builds back their capability and capacity until they can resume normal operations. The below graph illustrates the relationship between federal assistance and the private sector.



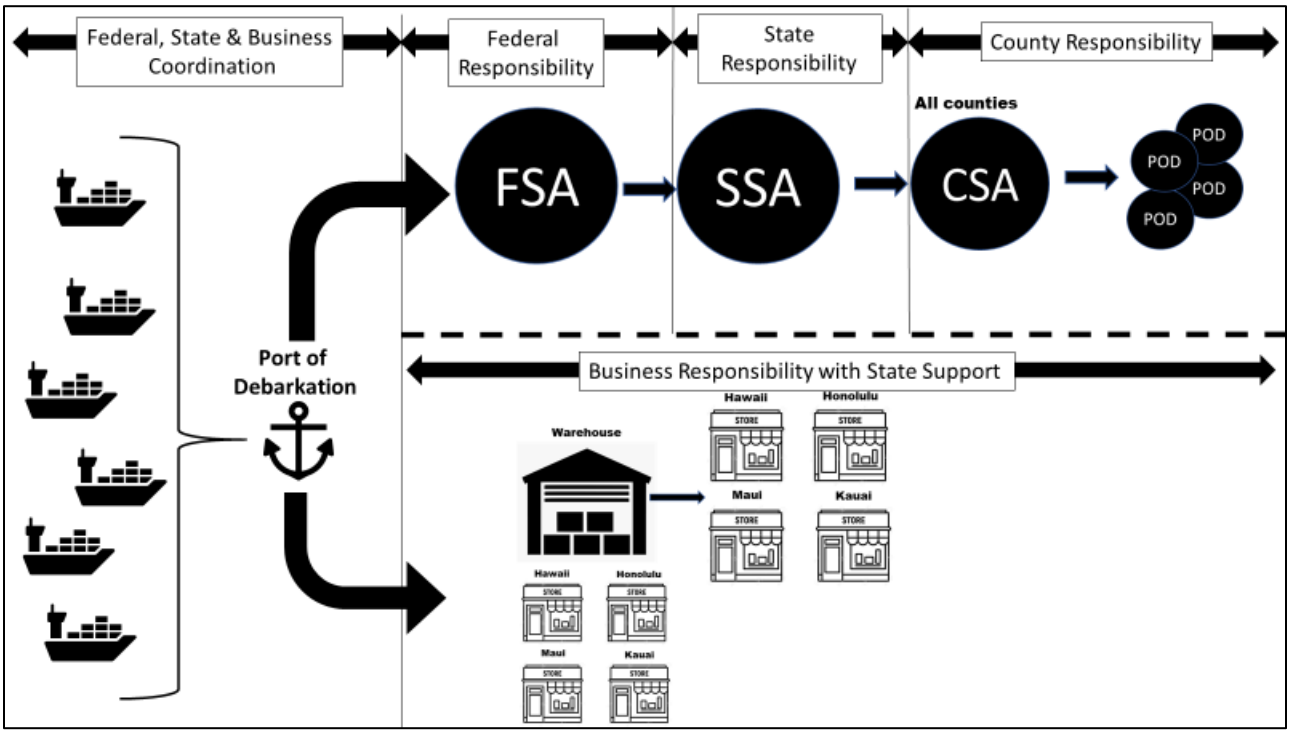
Under normal conditions, the private sector utilizes one or the other or a combination of the two distribution models to supply their stores or customers displayed below. The idea moving forward is to incorporate their resources and capabilities into the operational design outlined in 2.c.3.



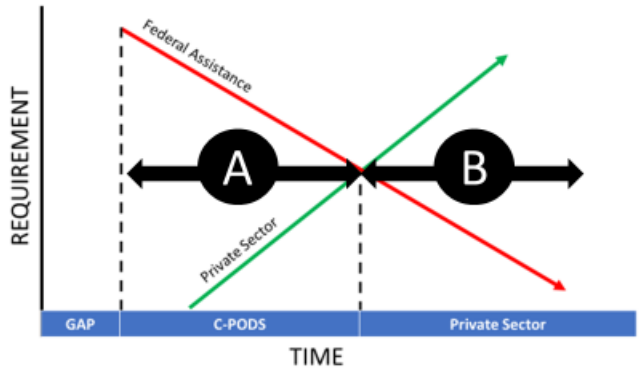
(a) Competing for limited infrastructure and resources. Whether it's federal assistance or private sector the fact remains that they will be competing for the same limited ports, road access, inter-county transportation assets and possibly trucking. While this plan version doesn't contain enough detailed information to deconflict or prioritize those resources, it has been identified to conduct further detailed planning into how to prioritize and coordinate these assets.

(b) Dual Concept. The below image illustrates the initial concept of how both the private sector and the federal supplies can mutually work. While the image doesn't display the "time" (or how long into the emergency duration), it would mirror the overall concept displayed by the graph which illustrates the relationship between federal assistance and the private sector (2.c.5.b.2.e.3). During the "C-POD" phase, the priority

would be on the emergency distribution pipeline and the private sector would be supporting. Once the private sector can commence operations, they would gradually become the supported effort and the state would be the supporting effort. The section 2.c.5.b.2.e.3.c below introduces the timing and efforts.



(c) Main Effort and Supporting Effort. With limited resources priorities need to be established. One method is to establish a “main effort” (or supported) and the “supporting effort’ (or supporting). These efforts can change throughout an operation and the shift in efforts is normally at a certain point in time or when a certain objective is achieved. The below graphic captures the idea of shifting efforts from federal assistance to private sector over time. It also lists out a few possible ways the private sector can support the emergency distribution network and vice versa.



"C-POD" Priority (A)

Emergency Distribution=Main Effort/Private Sector=Supporting

Emergency Distribution	Private Sector (supports with)
Priority for ports	Transportation
Priority for transportation	C-POD locations

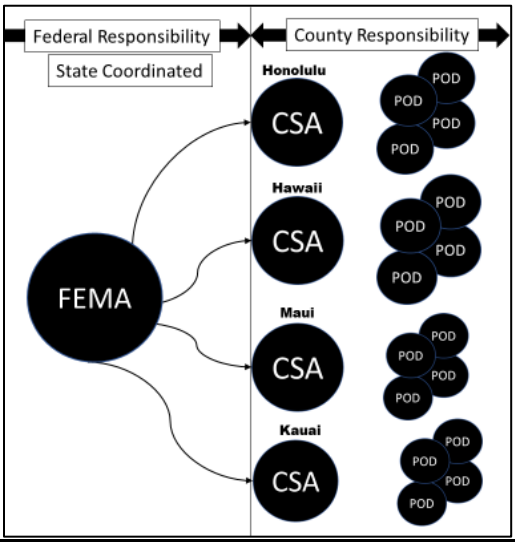
"Private Sector" Priority (B)

Private Sector=Main Effort/Emergency Distribution=Supporting

Private Sector	Emergency Distribution (supports with)
Priority for ports	Messaging
Priority for transportation	Transportation
	Labor
	Power

f. Additional SSA Concepts/Process & Innovation

(1) Alternate Distribution Concept. As described in both 2.c.4.c. and 2.c.5.a.1. there is a "gap" in state to county support for 4 days post incident. Two options to alleviate the issue have been discussed in this plan. The third option would be for FEMA to deliver directly to the counties for first four (4) days. It would probably be a combination of all three (3) options that would bridge the gap. However, for planning purposes, each option is an independent action. The method below is a "pull-method" since it would be a request for assistance (RFA) driven process for a shortfall in distribution capability/capacity. FEMA will deliver directly to where the SEOC requests whether it be the CSA or C-PODs.

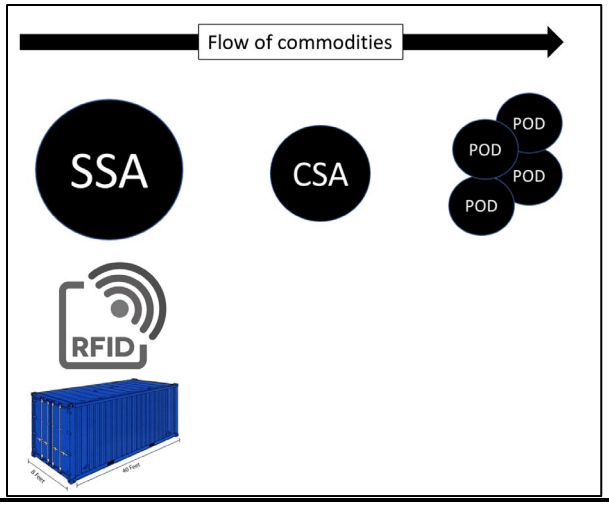


(2) Innovation

(a) Regional Staging Area (RSA) Concept. Co-Location with Federal or local staging operations is an option to maximize use of limited available sites following a catastrophic disaster. Although neither party is obligated to do so, co-location provides the opportunity to share site equipment, infrastructure, and personnel during peak activity periods. At a minimum, it is recommended that co-located operations share a secured administrative entry gate for site personnel and consolidate support services for the sites such as janitorial and food services. Staging area managers will meet at startup of a co-location and coordinate processes for site reporting, communications, resource transfers, and what services can be combined to increase efficiency and/or cost effectiveness for both operations. Segregation of commodities between different sites must be maintained. This method was looked at between HI-EMA and FEMA early in the planning process.

(b) In-Transit Visibility (ITV) and Radio Frequency Identification (RFID) Tags. In-Transit Visibility (ITV) is a capability that uses Radio Frequency (RF)/Automatic Identification Technology (AIT) and is designed to provide the logistics customer with maximum visibility and near real-time status on the movement of all commodities. RFID refers to a technology whereby digital data encoded in RFID tags or smart labels are captured by a reader via radio waves. RFID is like barcoding in that data from a tag or label are captured by a device that stores the data in a database. RFID, however, has several advantages over systems that use barcode asset tracking software. The most notable is that RFID tag data can be read outside the line-of-sight, whereas barcodes must be aligned with an optical scanner.

RFID belongs to a group of technologies referred to as Automatic Identification and Data Capture (AIDC). AIDC methods automatically identify objects, collect data about them, and enter those data directly into computer systems with little or no human intervention. RFID methods utilize radio waves to accomplish this. At a simple level, RFID systems consist of three components: an RFID tag or smart label, an RFID reader, and an antenna. RFID tags contain an integrated circuit and an antenna, which are used to transmit data to the RFID reader (also called an interrogator). The reader then converts the radio waves to a more usable form of data. Information collected from the tags is then transferred through a communications interface to a host computer system, where the data can be stored in a database. In addition to tracking full containers, it can also help with tracking empty container inventory.



(c) Assessments. Once a plan is in execution, it needs to be assessed. An operational assessment is a continuous process that measures the overall effectiveness of any operation. The assessment measures the progress of the operation toward the desired end state in the time frame desired. It offers perspective and insight, and provides the opportunity for self-correction, adaptation, and thoughtful results-oriented learning. There are three (3) fundamental issues that any assessment must address: where are we, so what and why, and what's next.

- First, assessment must determine "where we are." The assessment process must examine the data received and determine, in relation to the desired effects, the current status of the operation and the operational environment. This is the most basic and fundamental question that assessment must answer.
- The second fundamental issue that assessment must address is "so what and why" (i.e., what does the data mean and what is its significance)? To answer this question, an assessment team (most likely comprised of HI-EMA planners) will examine the measure of effectiveness indicators, both individually and in relation to each other.
- Finally, and perhaps most importantly, assessment must begin to address the "what's next?" Assessment must combine the analysis of the "where we are" and the "so what" and develop thoughtful, logical guidance for the state's planning efforts.

One method to conduct an operational assessment is to create "measures of performance (MoP)" and "measures of effectiveness (MoE)". MoE is a metric used to measure a current system state. "Are we on track to achieve the intended new system state within the planned timescale?". It basically tries to answer, "are we doing things right?". While MoP is a metric used to determine the accomplishment of actions. "Are the actions being executed as planned?". It basically tries to answer, "are we doing the right things?".

This plan version (Version 2) does not have the required detailed information to develop accurate and effective MoEs and MoPs. The goal of adding this version to the plan is to introduce the concept and then to further define and refine in future versions. It is important to remember that assessment criteria be developed during the planning process and not an after-thought. Therefore, as the plan continues to develop, the assessment criteria will develop as well.

(c) Demobilization Phase. Demobilization planning begins upon activation of the State Staging Area. Non-essential equipment and personnel will be released to their points of origin when the mission no longer requires their use. If the mission requires replacement personnel for staff that must be demobilized due to recall back to their normal duties, the Staging Area Manager will request replacements through the SEOC Logistics Section.

Demobilization Phase Objectives	1. Borrowed, rented, or leased equipment is returned to owners.
	2. Inventories completed.
	3. SSA returned to its pre-SSA condition.

The Logistics Section Chief at the State EOC will determine the need to demobilize a staging area based on a lack of resource requests from affected jurisdictions or reduction in incoming resource shipments in coordination with the EOC, UCG and state and federal coordinating officers. The SEOC Logistics Section will then direct the SSAO Unit Leader to begin the demobilization process, including a recommended end date by which all activities and use of the staging area site will conclude. Any final site restoration or financial activities still remaining to be completed after the end date become the responsibility of the SEOC. Upon notification by the SEOC that the staging area is to be closed, the

SSAO Unit Leader will meet with all unit leaders and the site owner/manager to discuss timelines for demobilization, solicit after action review comments, and determine expectations for site restoration. The SSAO Unit Leader will coordinate activities to ensure all demobilization processes are completed.

1. SSA Close-Out & Reconciliation Procedures. All borrowed, rented, leased or contracted equipment will be returned to the owner(s) upon demobilization of a site. Remaining disaster resources will be reported to the SEOC for determination of final disposition, before the site is closed. The below process will be utilized when closing out the SSA.

Step	Description	Data
Start		Demobilization Orders
1	Upon receipt of SSA Demobilization Orders the SSAO Unit Leader will confirm the final disposition schedules for any remaining containers located at the SSA or in-transit and coordinate with HI-EMA and FEMA Operations.	Logistics Status Report
2	Upon confirmation of final disposition schedules of all remaining containers in the pipeline the SSAO Unit Leader will issue Contract Termination Orders to supporting private contractors and personnel indicating specific ending dates and closing dates for submission of invoices.	Contract Termination Order via email
3	In concert with the demobilization of private contractors that SSAO Unit Leader will complete the Demobilization Check-out form ICS-221	ICS-221
4	The SSAO Unit Leader is responsible for insuring that all SSA work areas are cleaned up prior to release; that all non-expendable property items are returned or accounted for prior to release; and that all Government vehicles receive a safety inspection prior to release.	Email SITREP
5	SSAO Unit Leader performs final site inspection prior to release back to Stadium Authority.	Return Acceptance
6	SSAO Unit Leader informs HI-EMA Logistics and HI-EMA Fiscal that the SSA has been demobilized.	Email SITREP
7	HI-EMA Logistics and HI-EMA Fiscal reconcile supporting Purchase Orders, Invoices, Time Sheets, RFAs, and ICS213rr Goods and Transport orders to summarize and report SSA costs.	POs Invoices Time Sheets, RFAs ICS213rr Goods ICS213rr Transport

d. Tasks

(1) Hawaii Emergency Management Agency (HI-EMA)

(a) Operations Branch

1. Assume state lead agency role for planning and during execution.
2. Conduct ongoing planning with DAGS, AG, DOT and counties.
3. Maintain Aloha Stadium MOA for use of the property as the SSA handling yard.
4. Publish plan and update as required.
5. Facilitate the coordination and be a stakeholder of state support as required.
6. Activate reference (e) to clear all major transportation routes connecting the FSA, SSA, CSAs and C-PODs.

(b) Logistics Branch

1. Confirm FEMA load factors for contracting purposes.
2. Confirm County Staging Areas and designated traffic routes.
3. Issue and execute contingency stand-by contracts for SSA handling yard support.
4. Issue and execute contingent transportation contracts.
5. Develop SSA Incident Action Plan with mobilization conditions.
6. Upon activation of the SSAO establish equipped command posts at Aloha Stadium and B303.
7. Mobilize SSAO workforce at Aloha Stadium.
8. Commence inbound and outbound traffic.
9. Provide daily reports to the EOC.
10. Submit resource utilization reports during demobilization.
11. Reconcile resource utilization reports with purchase orders during demobilization.
12. Authorize resource utilization invoices during demobilization.

(2) Department of Accounting & General Services (DAGS)

(a) Public Works Division (PWD)

1. Keep HI-EMA updated on any engineering issues that could affect the operation of the SSA.
2. Conduct SSA pre-incident walk-through with ASA and HI-EMA.
3. Conduct SSA post-incident walk-through with ASA and HI-EMA.
4. Conduct periodic review of reference (b) and provide updates to HI-EMA and ASA.

(b) Aloha Stadium Authority (ASA)

1. Provide the state land to be utilized as SSA.
2. Keep HI-EMA updated on any issues that could affect the operation of the SSA.
3. Conduct SSA pre-incident walk-through with PWD and HI-EMA.
4. Conduct SSA post-incident walk-through with PWD and HI-EMA.
5. Adhere to the stipulations contained in reference (b).
6. Conduct periodic review of reference (b) and provide updates to HI-EMA.

(c) State Procurement Office (SPO)

1. Conduct emergency procurement as required.
2. Be prepared to provide procurement support/LNO to HI-EMA's Logistics Branch.

(3) Department of the Attorney General (AG)

(a) Be prepared to provide GLOC security and control traffic to and from SSA.

(b) Be prepared to contract security for SSA.

(4) Department of Transportation (DOT)

(a) Clear state maintained GLOCs to and from the FSA and SSA in accordance with reference (e).

(b) Clear primary and secondary state-owned ports.

(5) Counties

(a) In accordance with the information provided in this plan, develop a county distribution management plan.

(b) Provide updates to planning factors and requirements to HI-EMA.

3. **Administration & Logistics**

a. Administration

(1) Legal. Chapter 127A, Emergency Management, of the Hawaii Revised Statutes provides the legal framework for county and state disaster response activities, including fiduciary and material support and procurement activities.

(2) Record Keeping. During an emergency or incident, it is imperative to keep specific records related to staff assignments and costs, related to the response to and recovery from the emergency/incident. Each individual State Department or Agency and Counties have their own internal processes for ensuring proper documentation and record retention of incident specific cost tracking, personnel time keeping, and record retention of these documents. In accordance with standard cost accountability practices for unique events, man-made and/or natural disasters, all state departments and counties are required to document their financial costs of labor, materials, and equipment in addressing the event. Each state department or agency operates their respective accounting practices within the guidelines of the Governor's Executive Directives, Chapter 127A, Emergency Management, of the Hawaii Revised Statutes, and the Federal Code of Regulations Title 44 of the Stafford Act to maximize potential reimbursement eligible costs and minimize ineligible costs.

(3) Financial Procedures. All federal, state, and county departments and agencies are responsible for managing their own financial activities during all operational phases and across all mission areas within their established processes and resources. HI-EMA Public Assistance (PA) and Individual Assistance (IA) administrative plans provide basic financial management requirements for county and state agencies. Chapter 127A, Emergency Management, of the Hawaii Revised Statutes provides the legal framework for county and state disaster response activities, including fiduciary and material support and procurement activities. Accurate record keeping and documentation critical for ensuring appropriate expenditures and reimbursement.

(a) Federal Emergency Management Agency (FEMA). The Stafford Act provides the legal framework for program requirements, fiduciary and material support, and material acquisition and disbursement. FEMA is authorized to obligate surge funds to mobilize and deploy resources to improve the timeliness of the response as needed and approved. Employment of most resources is predicated on a presidential declaration and is subject to a cost-share arrangement. The FEMA Disaster Finance Center and National Processing and Service Centers, support operations conducted by the Joint Field Office (JFO) finance and administration section as appropriate.

(b) HI-EMA Finance/Administration Branch (ESF-16). During disaster operations, ESF-16 is responsible for overseeing all financial and administrative support activities for the state and HI-EMA SEOC operations, which includes the following:

1. Ensure all disaster related emergency expenditures comply with applicable statutes, rules, and best practices.

2. Track and document all response related expenses, to include personnel hours, for potential disaster declaration or reimbursement requests.

3. Coordinate the completion and submission of reimbursement requests from the state's Major Disaster Fund or FEMA, as appropriate.

4. Arrange and track disaster related travel of SERT personnel to the affected areas.

5. Issue guidance and collaborate with other state agency finance and administration offices on tracking the estimated cost of the disaster for the management of state financial resources and for future federal reimbursement.

6. Ensure there is sufficient budget authority and federal funds to compensate for response costs. This will include any required state matching fund commitments to ensure proper reimbursement of funds to eligible county, state and non-profit entities for reimbursable activities.

7. Support the Resource and Logistics Section with the preparation of emergency contracts and funds for purchases.

8. Maintaining, documenting other administrative support required for SEOC Operations.

b. Logistics

(1) Accountability & Procurement. See 2.c.5.b.1.d. and 2.c.5.b.1.e..

(2) Emergency Contracting & Procurement Operations. All emergency procurements executed by State of Hawaii Departments and Agencies will follow conditions outlined in HRS 103D-307 and is monitored by the Hawaii State Procurement Office. An Emergency Procurement defined as is a good, service, or construction item essential to meet an or construction item essential to meet an emergency when all the following conditions exist.

(a) A situation of an unusual or compelling urgency creates a threat to life, public health, welfare, or safety by reason of health, welfare, or safety by reason of major natural disaster, epidemic, riot, fire, or such other reason as may be determined by the head of the purchasing agency.

(b) The emergency condition generates an immediate and serious need for goods, services, or construction that cannot be met through normal procurement methods and the government would be seriously injured if the purchasing agency is not permitted to employ the means it proposes to use to obtain goods, services, or construction.

(c) Without the needed goods, services, or construction, the continued functioning of government, the preservation or protection of irreplaceable property, or the health and safety of any person will be threatened.

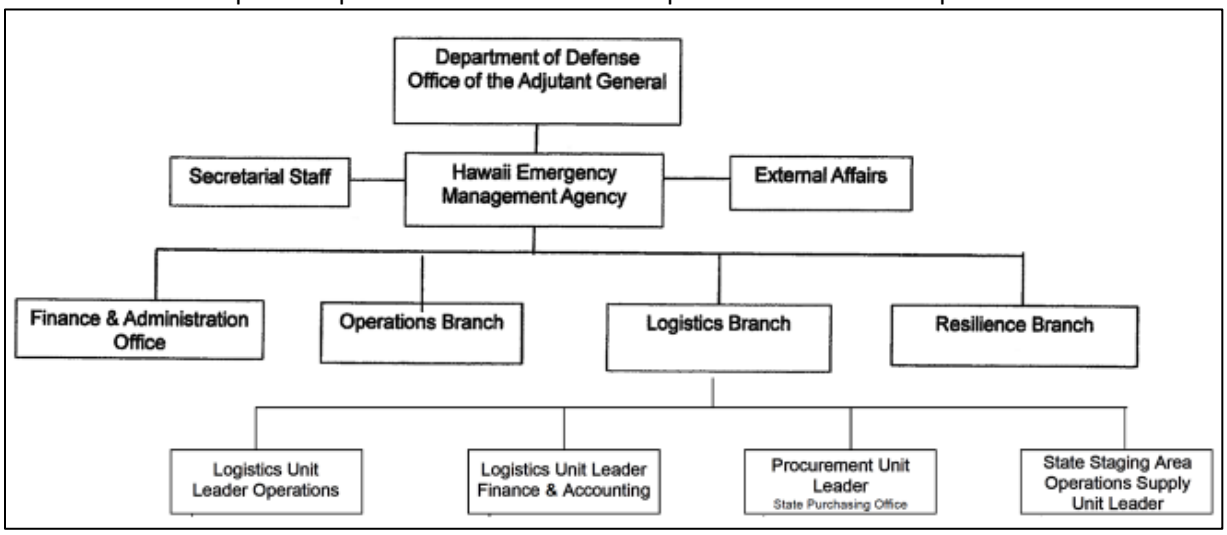
1. Procedures. The requesting agency determines in writing on form SPO-002, that the required goods, services, or construction meets the requirements in HRS 103D-307. Competition shall be obtained as practicable to assure that the good, service, or construction is procured in time to meet the emergency. As soon as practicable, a confirming purchase order/pCard must be prepared. The payment document shall include, in detail, any agreements, including price, made orally with the contractor. Finally, Hawaii Compliance Express (HCE) compliance documentation is not required at the time services are rendered. However, SPO may check at when the form SPO-002 is submitted. The procedures outlined in 2.c.5.b.1.d. and 2.c.5.b.1.e will adhere to the above process.

4. **Coordination & Control & Communications**

a. Command & Control

(1) HI-EMA. HI-EMA has the lead role and is responsible for implementing an incident's logistics plan and priorities communicated by the Director and for providing operational oversight of the state's support response to an incident. HI-EMA will direct the emergency logistical activities of state departments and agencies as they relate to response and recovery operations. HI-EMA will integrate and coordinate the emergency logistical activities across all levels of government and with NGO and private sector partners responding to the incident.

(a) Logistics Branch. The Logistics Branch will function as the lead for HI-EMA and is responsible for the provision of overall management and support to facilities, services, and material in support of the incident. The Logistics Branch will develop and implement the SSA IAP and supervises the state's response to an incident.



1. Liaison Officers (LNO)s. LNOs liaise between two organizations to communicate and coordinate their activities to achieve the best utilization of resources or employment of services of one organization by another. It would be ideal to have LNOs at the critical nodes. The below table outlines the desired LNO exchange.

Critical Node	Responsibility	FEMA	HI-EMA	County
APOD/SPOD	Federal		If 2.c.5.b.1.f.1 = 1 LNO required	N/R
FSA			1 LNO	If 2.c.5.b.1.f.1 = 1 LNO required
SSA	State	1 LNO		1 LNO
CSA	County	N/R	1 LNO	
C-POD			N/R	

2. Reporting Procedures. Reporting times and procedures will be in accordance with reference (g) and the State's IAP. Enclosures (1-3) will be used by the counties to report their CSA and C-POD status.

(2) Counties. Counties will function as the lead within their respective counties and develop a localized county DMP. The county plan must address how the county will support critical logistics requirements, critical

nodes, critical facilities, CSA and C-PODs; with resources such as emergency power, material handling equipment, food, water and medical supplies, as well as all other necessary resources.

(3) State Departments & Agencies. All state departments and agencies function in a supporting role as required in response to an incident. They will accomplish this through providing Emergency Management Officers (EMO) which are part of the State Emergency Response Team (SERT) and will function as the liaison between HI-EMA and their departments during emergency operations. The arrangement of the State Emergency Support Function (SESF) will follow procedures established in reference (g).

b. Communications. Primary communication between SSA and the SEOC is via telephone, WebEOC, and email. It is imperative that these systems be activated and/or installed immediately once the SSA has been established. Telephone communication should be established via hardline phone rather than cell if the infrastructure exists at Aloha Stadium. The SSAO Unit Leader will ensure a contact list containing telephone numbers and email addresses for SSA staff, the SEOC, and local contacts is developed once the SSA has been established. The SSA and its traffic controllers who will be deployed to the Aloha Stadium SSA site and potentially to the FSA and CSAs will require voice and optionally data communications between their locations, the Aloha Stadium SSA site, and the SEOC. The Aloha Stadium site will require voice and Wifi provided by cellular or satellite with the remote sites requiring voice only.

(1) Available Communications

(a) Voice. Landline, cellular, Land Mobile Radio (LMR), satellite phone, Broadband Global Area Network (BGAN) Satellite.

(b) Data. Cellular, BGAN Satellite, Ka/Ku Band Satellite.

Signature

_____

Luke Meyers, HI-EMA Administrator

POD ACTIVATION NOTIFICATION FORM		
Line 1	Date and Time of Message	
Line 2	POD Manager Name/Org	
Line 3	Location of POD	
Line 4	Size (by type)	
Line 5	Date to Open	
Line 6	Time to Open	
Line 7	Quantity of Water per Vehicle	
Line 8	Quantity of Food per Vehicle	
Line 9	Type and Quantity of other commodity	
Line 10	Date and Time of First Supply	
Line 11	LEMA Point of Contact	
Line 12	LEMA POC Number	

Enclosure (1)

Consumable Inventory Count Sheet: POD # _____

Sheet number: _____ Inventoried by: _____

Arrival		Truck #	Mission #	Item Nomenclature	Amount Requested	Amount Received	Balance On-Hand
Date	Time						

Enclosure (2)

POD Daily SITREP: POD # _____

Sheet Number: _____

Line 1	Date of Message	
Line 2	Time of Message	
Line 3	Manager's Name	
Line 4	Managing Organization	
Line 5	Location	
Line 6	Date Opened	
Line 7	Quantity of Water Received (Gal)	
Line 8	Quantity of Water Distributed (Gal)	
Line 9	Quantity of Food Received (Each)	
Line 10	Quantity of Food Distributed (Each)	
Line 11	Quantity and Type of Other Commodity Received	
Line 12	Quantity and Type of Other Commodity Distributed	
Line 13	Number of Day Staff	
Line 14	Number of Night Staff	
Line 15	Number of Unassigned Staff	
Line 16	Number of Volunteers	
Line 17	Initials of Reporting Manager	

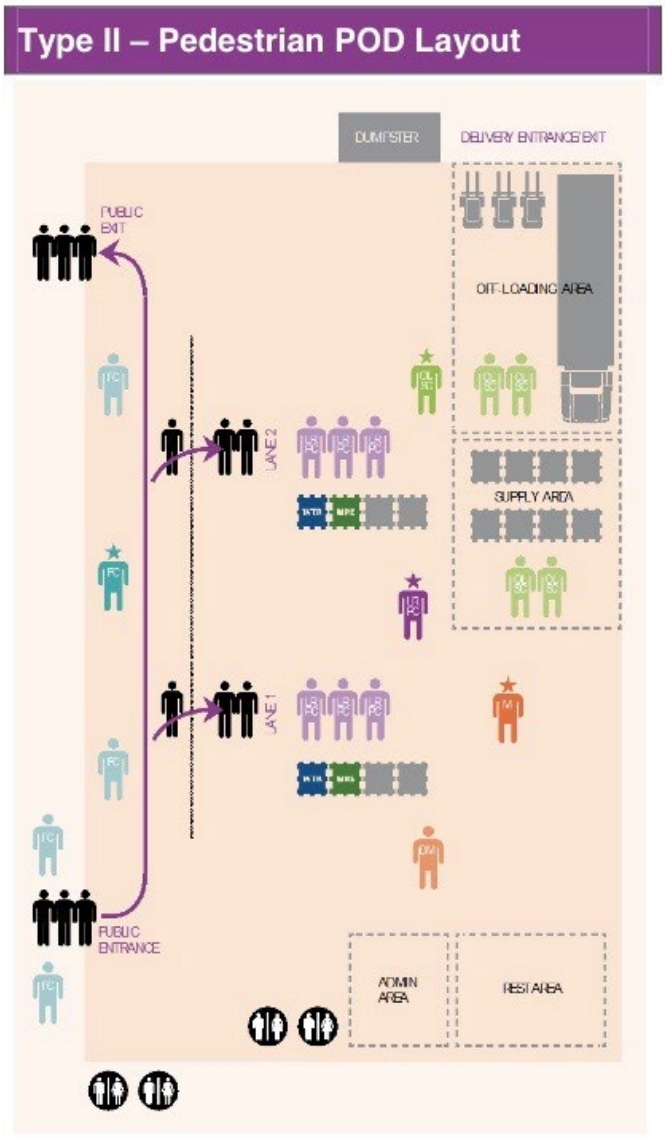
Enclosure (3)

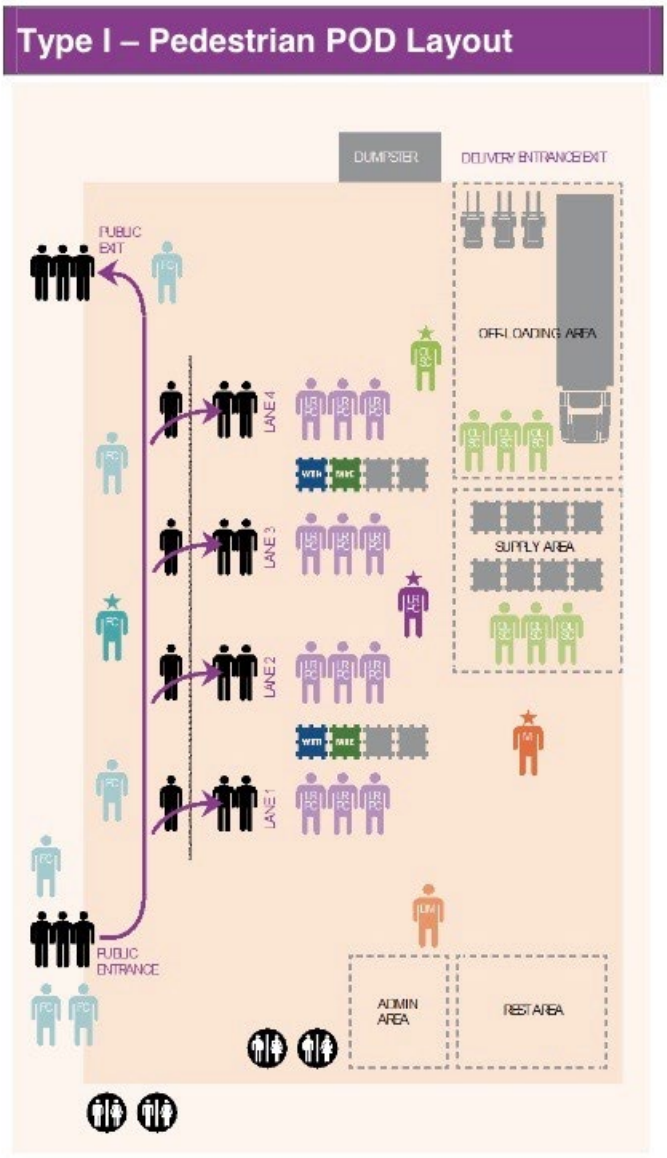
POD Activation Checklist

Pre-Event	Phase 1
	Make preparations to activate Points of Distribution (PODs)
	Assure Logistics Plans are reviewed
	Contact site owner and activate MOU/MOA's or execute Lease (photo sites if possible)
	Arrange for staffing of locations and ensure staff will be prepared prior to evacuation (including dry camping supplies)
	Assure temporary housing for POD workers is required, secure and accessible (locate keys if using community buildings, etc)
	Pack POD supply boxes (see Figure 10 below)
	Notify LEMA/vendors/contractors of support requirements
	Phase 2
	Review POD Procedures
	Fuel Vehicles
	Determine assets to deploy
	Phase 3
	Prior to evacuating, contact POD workers and confirm locations, contact information, and that they will return with supplies/food to be self-sustaining
Post-Event	**Phase 1**
(0-24hours)	Evaluate needs to determine where PODs should be opened (Damage Assessment Team) Where are power outages? Will power be out longer than 48 hours? If no, may not need POD. Are roadways cleared and PODs accessible?
	Recall POD personnel
	Verify suitability of POD sites to assure access
	Determine necessary site repairs or modifications
	Deploy POD Equipment Resources and Personnel Ice storage trucks for each POD, Material Handling Equipment (MHE), Traffic Control, Support Equipment, Resources (commodities), Managers, MHE Operators, labor, security
(24-48 hours)	**Phase 2**
	Establish Logistics Staging Area if necessary
	Deploy personnel and equipment to PODs
	Activate PODs
	Assignments begin
	Resource tracking
	Situation reporting
(48-72 Hours)	**Phase 3**
	Fulfill POD orders/requirements
	Evaluate resource needs during next operational period ***Is it necessary to continue operating POD?***
(72+ Hours)	Begin demobilization planning
Demobilization	Contact vendors and return leased/contracted resources and return site to previous condition

Enclosure (4)

PED Point of Distribution





Enclosure (5)

Planning Quick Reference

I. 1 x 40 ft. container of ice/water will serve about 5,000 people.

II. 1 x 40 ft. truck load of MREs will serve about 5,760 people.

III. 1 x 40 ft. truck load of tarps will serve about 4,400 homes.

IV. Each Type III-POD requires a minimum of 1.25 containers of water/ice and 1 container of MREs to provide sustenance to a minimum of 5,000 persons per day. Taking into account case by case situations where additional consumables may be required (Such as support of First Responders).

V. PODs will be open to the public up to 12 hours per day; the actual hours will be determined based on need and resources.

VI. Re-supply of PODs will primarily be at night (while closed to the public). Delivery trucks should be coordinated to deliver to each of the POD locations. The goal should be to have the delivery trucks unloaded within one hour.

VII. Stockpiles of ice, water, MREs, and tarps are located at loading Points. Each loading point has a team of personnel (1 for water, 1 for ice, and 1 for MREs/tarps) that load these items into the vehicle as it stops in front of their position.

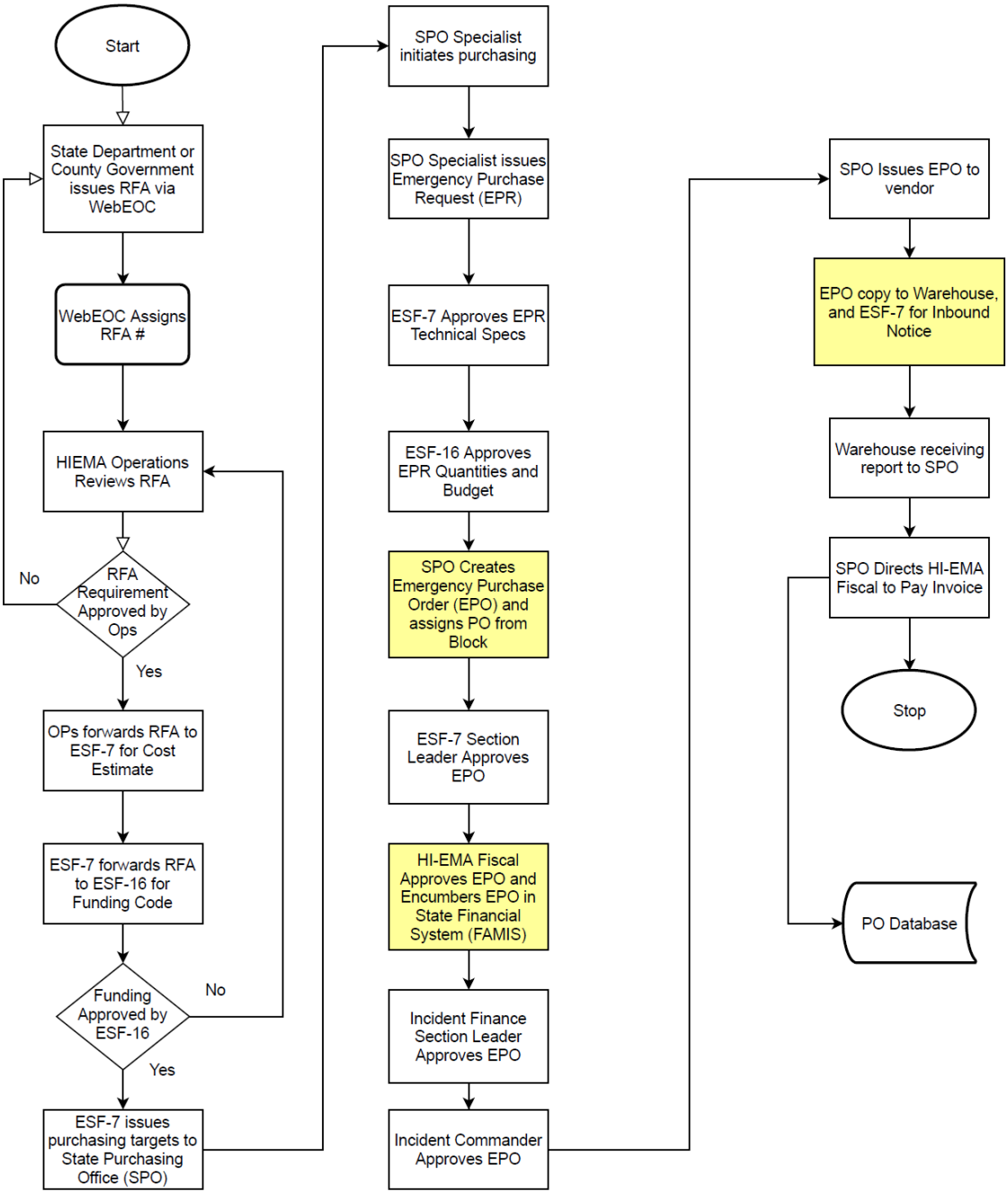
VIII. A well-planned and operated distribution point with one lane of traffic and 3 loading points can service 140 cars per hour. Based on a 12-hour workday, about 1,680 vehicles or 1,680 x 3 = 5,000 people can be served.

Enclosure (6)

Sheet number: _____ Inventoried by: _____

Location		Vehicle/ Equipment	Property owner	Serial Number	Condition	Number of Units	Date
In Use	In Storage						

Enclosure (7)


Start
State Department or County Government issues RFA via WebEOC
WebEOC Assigns RFA #
HIEMA Operations Reviews RFA
RFA Requirement Approved by Ops
No
Yes
OPs forwards RFA to ESF-7 for Cost Estimate
ESF-7 forwards RFA to ESF-16 for Funding Code
Funding Approved by ESF-16
No
Yes
ESF-7 issues purchasing targets to State Purchasing Office (SPO)
SPO Specialist initiates purchasing
SPO Specialist issues Emergency Purchase Request (EPR)
ESF-7 Approves EPR Technical Specs
ESF-16 Approves EPR Quantities and Budget
SPO Creates Emergency Purchase Order (EPO) and assigns PO from Block
ESF-7 Section Leader Approves EPO
HI-EMA Fiscal Approves EPO and Encumbers EPO in State Financial System (FAMIS)
Incident Finance Section Leader Approves EPO
Incident Commander Approves EPO
SPO Issues EPO to vendor
EPO copy to Warehouse, and ESF-7 for Inbound Notice
Warehouse receiving report to SPO
SPO Directs HI-EMA Fiscal to Pay Invoice
Stop
PO Database